Towards Efficient Governance:
Evaluation of Public Services in Kosovo

August 2024

GOOD GOVERNANCE

**Funded by
the European Union**

**Democracy
Plus**

Contents

List of abbreviations

AAD	Agency for Agricultural Development
ABPRP	Administrative Burden Prevention and Reduction Programme
AIS	Agency of Information Society
RAEPC	Regulatory Authority of Electronic and Postal Communications
ARPNS	Agency for Radiation Protection and Nuclear Safety
CAA	Civil Aviation Authority
CRA	Civil Registration Agency
EARK	Employment Agency of the Republic of Kosovo
EMA	Emergency Management Agency
ERO	Energy Regulatory Office
EU	European Union
GG	Government Gateway
ICMM	Independent Commission for Mines and Minerals
ICT	Information and Communication Technology
ID	Identification
IMC	Independent Media Commission
KAA	Kosovo Accreditation Agency
KEPA	Kosovo Agency for Environmental Protection
KFA	Kosovo Forestry Agency
KMA	Kosovo Medicines Agency
TAK	Tax Administration of Kosovo
LGAP	Law on General Administrative Procedure
LI	Labor Inspectorate
MCYS	Ministry of Culture Youth and Sports
MCR	Ministry of Communities and Return
MESPI	Ministry of Environment Spatial Planning and Infrastructure
MFAD	Ministry of Foreign Affairs and Diaspora
MFLT	Ministry of Finance Labor and Transfers
MIA	Ministry of Internal Affairs
MIET	Ministry of Industry Entrepreneurship and Trade
MJ	Ministry of Justice
NDP	National Development Plan
NDS	National Development Strategy
NIPH	National Institute of Public Health of Kosovo
NQA	National Qualifications Authority
OSH	Occupational Safety and Health
PARS	Public Administration Reform Strategy
PIK	Police Inspectorate of Kosovo
OPM	Office of the Prime Minister
RRA	Railway Regulatory Authority
TRUST	Kosovo Pension Savings Fund
WSRA	Water Services Regulatory Authority

List of figures

List of tables

Executive Summary

The aim of this report is to offer an analysis of public services across all levels of government in Kosovo, using as examples the services offered by one ministry, one agency, and one municipality. Specifically, this report examines the effectiveness and accessibility of public services provided by the Ministry of Finance, Labor, and Transfers (MFLT), the Independent Media Commission (IMC), and Gracanica Municipality in Kosovo. The goal is to identify areas for improvement and provide recommendations to enhance service delivery. Summary findings are:

- In the **Ministry of Finance, Labor, and Transfers (MFLT),** key services such as pensions and occupational safety certifications are not available online. This forces citizens to submit documents in person, which is particularly challenging for elderly individuals who must reapply for pensions every six months. The current system lacks methods to gather user feedback, understand user needs, or track user satisfaction. Moreover, the principle that should allow institutions to obtain necessary documents internally is not followed, adding to the administrative burden on citizens. Response times for services are uniformly set at 45 days, which does not reflect optimized service delivery standards.

- The **Independent Media Commission (IMC)** faces significant challenges in its service delivery as well. The application process for various licenses is complicated, requiring many documents to be submitted in person since none of the forms are available online. Although the IMC has started developing a digital platform to improve accessibility, it remains to be seen how effective this will be. Similar to the MFLT, the IMC also lacks mechanisms for user feedback and satisfaction tracking.

- **Gracanica Municipality** exemplifies broader challenges faced by local governments in Kosovo. None of the nine services analyzed in this report are available online, necessitating in-person visits for all applications. There is a general lack of transparency about required documents, fees, and processes. This makes it difficult for residents to navigate the system and increases user dissatisfaction due to the absence of feedback mechanisms.

To improve service delivery, all institutions need to prioritize the digitalization of their services. Making applications and document submissions available online will significantly reduce the need for in-person visits. Improving transparency by maintaining up-to-date online directories of all available services, including detailed instructions on required documents, fees, and processing times, is essential. Establishing robust feedback mechanisms will help gather user input and track satisfaction, enabling continuous improvement.

Specifically, for the MFLT, eliminating the requirement for elderly citizens to appear in person every six months for pension renewals is crucial. Instead, electronic document submission and digital identity verification should be implemented. The IMC should reduce the number of required documents for license applications and expedite the development of its digital platform. Gracanica Municipality should focus on ensuring that comprehensive information about municipal services is available online and prioritize the digitalization of these services to ease the burden on residents.

Implementing these recommendations will make service delivery more efficient, transparent, and user-friendly, ultimately improving public administration in Kosovo and better meeting the needs of all citizens.

1. Introduction

As mentioned in the Executive Summary, the aim of this report is to offer a comprehensive analysis of public services across all levels of government, with a specific focus on services offered by one ministry, one agency, and one municipality. This targeted approach is designed to provide in-depth insights into the operational effectiveness, accessibility, and user satisfaction associated with these services. The ultimate goal is to support the Strategic Planning Office (SPO) within the Office of the Prime Minister (OPM) in enhancing its program for reducing administrative burdens and improving service delivery efficiency.

In our analysis, we have chosen the Ministry of Finance, Labor, and Transfers (MFLT), the Independent Media Commission (IMC), and Gracanica Municipality as representative institutions. This selection allows us to cover a broad spectrum of services and administrative practices, highlighting areas of success as well as opportunities for improvement.

The Ministry of Finance, Labor, and Transfers, as a key governmental body, provides a wide range of services that are critical to both citizens and businesses. These services include applications for basic and contributory pensions, certifications for occupational safety and health experts and trainers, and the licensing of occupational safety and health services.

The Independent Media Commission plays a vital regulatory role in the media landscape, ensuring fair and effective media practices. The IMC is responsible for issuing licenses to media service providers, overseeing the use of broadcasting frequencies, and ensuring compliance with legal and regulatory frameworks.

Gracanica Municipality represents local-level governance and its direct interaction with residents, offering a unique perspective on public service delivery. Local governments are often the first point of contact for citizens seeking various services, ranging from the issuance of personal documents to property ownership certificates and local business licenses. The efficiency and responsiveness of municipal services are critical for fostering trust and satisfaction among residents.

Our analysis is grounded in the framework developed in our 2023 report, which emphasized user-oriented service delivery. This framework focuses on understanding user needs, simplifying administrative processes, digitalization, and robust monitoring and evaluation mechanisms.

By applying this framework, we aim to identify best practices and areas for improvement, ultimately contributing to the enhancement of public service delivery in Kosovo. Our analysis includes detailed evaluations of the selected services, examining the current state of implementation, user experiences, and institutional challenges. We also explore the digitalization efforts undertaken by these institutions and their impact on service accessibility and efficiency.

Through this report, we provide actionable recommendations to help the Strategic Planning Office within the Office of the Prime Minister refine its strategies and implement effective measures for reducing administrative burdens. These recommendations are designed to promote a more streamlined, user-friendly, and responsive public service environment, thereby improving overall public service efficiency and user satisfaction.

2. Methodology

The methodology adopted in this report builds upon the framework utilized in our 2023 report[1], incorporating a mix of qualitative and quantitative approaches to ensure a comprehensive analysis of public services at various levels. The primary objective is to assist the Office of the Prime Minister, specifically the Strategic Planning Office, in refining its program aimed at reducing administrative burdens.

Our approach is grounded in the user-oriented service delivery framework developed in the 2023 report. This framework emphasizes understanding user needs, simplifying administrative processes, leveraging digitalization, and establishing effective monitoring and evaluation mechanisms. By applying this framework, we aimed to identify best practices and areas for improvement across the selected institutions: The Ministry of Finance, Labor, and Transfers (MFLT), the Independent Media Commission (IMC), and Gracanica Municipality.

A significant addition to this year's methodology is the statistical analysis of all inventory services published on the e-Kosova portal for both central and local level services. This analysis provided a comprehensive overview of the available services, allowing us to identify gaps, redundancies, and areas requiring improvement. To ensure the accuracy and relevance of our findings, we engaged directly with representatives from the chosen institutions. This involved a series of meetings and interviews with officials from the MFLT, IMC, and Gracanica Municipality. These interactions were crucial in gaining insights into the current state of service delivery, challenges faced, and ongoing initiatives aimed at improvement.

In May, 2024, we conducted a workshop to present our initial findings. This workshop brought together representatives from civil society, the Office for Strategic Planning, the MFLT, IMC, and Gracanica Municipality. The discussions and feedback from this workshop were instrumental in refining our analysis and ensuring that our recommendations are practical and aligned with stakeholder needs.

An important aspect of this report is the integration of new data specific to services from the IMC and Gracanica Municipality, which were not part of the initial lists in e-Kosova. Additionally, we updated the data related to MFLT services to reflect the most current information. This ensured that our analysis is comprehensive and considers all relevant aspects of service delivery.

Our evaluation criteria were based on the principles outlined in the user-oriented service delivery framework. These include assessing how well services meet user expectations and identifying areas for improvement, evaluating the effectiveness of measures taken to simplify administrative processes, analyzing the extent and impact of digital solutions in service delivery, and examining the mechanisms in place for ongoing monitoring and evaluation of services to ensure continuous improvement.

---

1   Democracy Plus. Towards user-oriented public services in Kosovo. October 2023. Source: https://dplus.org/wp-content/uploads/2023/10/27-10-23_Policy-Paper-Towards-user-oriented-public-services-in-Kosovo.pdf

3. Legal, Strategic and Institutional Framework

In our first report published in October 2023[2], we gave a detailed explanation of the legal, strategic and institutional framework, as well as the infrastructure that enables well-organized service delivery in Kosovo.

The **legal framework** in Kosovo includes several key laws:

1. Law on General Administrative Procedure (LGAP)[3] which establishes principles like 'once-only', fee proportionality, timely delivery, and cost-free services;

2. Law on License and Permit System[4] which regulates licensing procedures and criteria, ensuring public accessibility and fee limits;

3. Law on Electronic Identification and Trust Services[5] which governs electronic identification, authentication, and trust services;

4. Law on Cyber Security[6] which defines roles and policies for cyber security and mandates incident reporting and preventive measures; and,

5. Law on Data Protection[7] which sets guidelines for processing and protecting personal data, requiring consent for data processing.

The **strategic framework** is guided by key documents such as:

1. National Development Strategy (NDS) & National Development Plan (NDP) which focuses on reducing administrative burdens and promoting digitalization.[8]

2. Public Administration Reform Strategy (PARS) 2027[9] aims to improve service delivery by aligning objectives with the NDS, standardizing service quality, and increasing digitized services.

3. Administrative Burden Prevention and Reduction Programme (ABPRP)[10] simplifies and digitalizes public services, aligning with EU principles like 'once-only' and digital by default.

4. E-Government Strategy 2023-2027[11] outlines plans for the digitalization of public services, enhancing digital skills, and establishing a whole-of-government enterprise architecture.

---

2   Democracy Plus. Towards user-oriented public services in Kosovo. October 2023. Source: https://dplus.org/wp-content/uploads/2023/10/27-10-23_Policy-Paper-Towards-user-oriented-public-services-in-Kosovo.pdf
3   Official Gazette. Law on General Administrative Procedure. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=12559
4   Official Gazette. Law on License and Permit System. Source: : https://gzk.rks-gov.net/ActDetail.aspx?ActID=8967
5   Official Gazette. Law on Electronic Identification and Trust Services in Electronic Communication. Source: https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=51618
6   Official Gazette. Law on Cyber Security. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=70933
7   Official Gazette. Law on Data Protection. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=18616
8   Office of the Prime Minister. NDS/NDP. Source: https://kryeministri.rks-gov.net/blog/strategjia-dhe-plani-kombetar-per-zhvillim-2030/
9   Office of the Prime Minister. Public Administration Reform Strategy Source: https://kryeministri.rks-gov.net/blog/strategjia-e-reformes-se-administrates-publike-2022-2027/
10   Office of the Prime Minister. Administrative Burden Prevention and Reduction Programme
11   MIA. e-Government Strategy Kosovo 2023-2027 Source: https://mpb.rks-gov.net/Uploads/Documents/Pdf/EN/2700/e-Government%20Strategy%20Kosovo%202023-2027.pdf

Key **institutions** involved in service delivery include:

1. Office of the Prime Minister (OPM), which leads the planning, monitoring, and evaluation of the ABPRP and E-Government Strategy, and coordinates donor activities.

2. Ministry of Internal Affairs (MIA), which oversees public administration reform and coordinates ICT policies through its Agency of Information Society (AIS).

The **infrastructure** supporting service delivery includes:

1. State Data Centre, managed by AIS, which hosts back-office systems, data storage, and ensures cross-institutional information exchange.

2. e-Kosova platform, which serves as a centralized online portal for electronic document submission, online payments, and access to government forms.

3. Government Gateway (GG), which functions as a central routing point for Government-to-Government data exchange, ensuring interoperability between systems.

FIGURE 1: Legal, strategic and institutional framework and infrastructure for public service delivery

Legal Framework
- Law on General Administrative Procedure
- Law on License and Permit System
- Law on Electronic Identification and Trust Services
- Law on Cyber Security
- Law on Data Protection

Strategic Framework
- National Development Strategy
- Public Administration Reform Strategy 2027
- Administrative Burden Prevention and Reduction Programme
- E-Government Strategy 2023-27

Institutional Framework
- Office of the Prime Minister
- Ministry of Internal Affairs
- Agency of Information Society

Infrastructure
- State Data Centre
- eKosova
- Government Gateway

SOURCE: D+, 2023 REPORT

4. Principles of User-Oriented Service Delivery in Kosovo

In our continuous effort to enhance public service delivery in Kosovo, we have identified several key principles that underpin a user-oriented approach in the provision of public services delivery.[12] These key principles are:

- Public bodies should invest in **understanding the needs, attitudes, and preferences of users** through various research mechanisms such as surveys, interviews, focus groups, and user feedback mechanisms. It's crucial to involve users directly in service design and to pay attention to the needs of disadvantaged groups for inclusive service delivery.

- **Simplifying administrative processes** removes burdens, reduces costs, and provides efficient services.

- **Digitalization** provides convenient access to services through a multi-channel delivery system, based on a "digital by default" approach. This includes online submission, payment, processing, notification, and digital outputs, ensuring users can access services online.

- **Monitoring and evaluation mechanisms** are essential to assess progress and effectiveness. This includes specific Key Performance Indicators (KPIs) to measure service delivery efficiency, user satisfaction, and service quality.

---

12 These principals are discussed in detail in our 2023 report: Democracy Plus. Towards user-oriented public services in Kosovo. October 2023. Source: https://dplus.org/wp-content/uploads/2023/10/27-10-23_Policy-Paper-Towards-user-oriented-public-services-in-Kosovo.pdf

TABLE 1: User-oriented framework for service design and delivery in Kosovo

Principles	Key elements	Explanation
Understanding user needs and preferences	Research	Surveys, interviews, focus groups, etc.
	User feedback	Complaints, suggestions, reactions
	User satisfaction tracking	Measuring satisfaction levels
	Co-design methodologies	Customer journey maps, design thinking, etc.
Simplifying and streamlining administrative processes	Implementation of 'once only'	Reducing the burden on service users by requiring public organs to obtain and reuse necessary documents on their own
	Timely delivery of services	Set deadlines for completing administrative procedures and the rule of silent consent
	Gratuity	Administrative proceedings should be free of charge
	Accessibility	All groups have equal access to all services
	User support and information	Institutions provide information and support in order for users to have easier access to services
	Service quality standards	Service standards related to waiting time, service delivery time.
Digitalization	Online submission. Online payment. Automatic interoperability. Online processing. Online notification. Digital outputs.	Digitalization should be based on a "digital by default" approach, allowing users to access services online. It also opens up possibilities for personalization and proactive service delivery
	Functioning of multi-channel delivery	Assessing the channels available for users to access services. There will always be users who need to access services in analogue fashion. Hence a multi-channel delivery system needs to be in place to ensure all are guaranteed access
Monitoring and evaluation	KPIs	To enhance service delivery, it is crucial to have a robust monitoring and evaluation framework in place
	Regulatory Impact Assessment measures, user satisfaction feedback, etc.	

SOURCE: D+, 2023

5. Services from all institutions

At the e-Kosova portal, there is an inventory of services provided to citizens and businesses, covering 12 out of 15 ministries, nine out of 25 independent institutions, and 19 out of 38 municipalities.[13] For this report, we utilized this data from e-Kosova to enrich our analysis, then expanded it by identifying additional services from organizations not included in the e-Kosova inventory, such as the Independent Media Commission (IMC) and Gracanica Municipality. We have also re-organized our coverage of some services that were transferred from the Ministry of Finance to the Ministry of Justice since the last update of the e-Kosova inventory in 2023. With these additions, we have identified around 750 services delivered by Kosovo institutions to citizens, businesses, and NGOs.

The total number of services is subject to change over time due to various developments. Additionally, services provided by public institutions such as Kosovo Energy Corporation, water supply companies, universities, hospitals, and others are not included in this count.

The figure below shows the total number of services from 12 ministries, nine independent agencies, 15 executive institutions, and 20 municipalities. We have grouped independent and executive agencies into one category and used the average number of services for the municipalities.

FIGURE 2: Number of services form all institutions

343 Ministries
320 Agencies
88 Municipalities
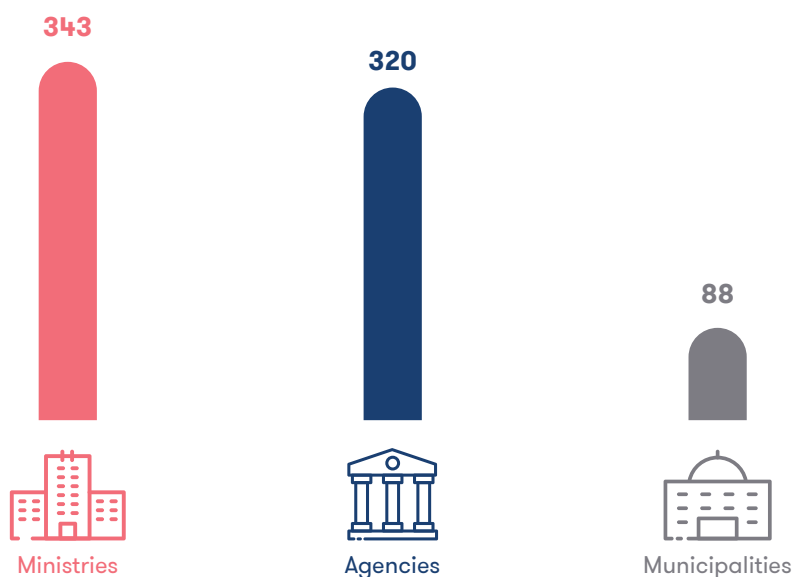
SOURCE: D+, BASED ON E-KOSOVA – CENTRAL SERVICES

---

13   The services lists at central and local level can be downloaded here: https://ekosova.rks-gov.net/Informations

5.1 Services at Ministry Level

Comparing the services in 12 (out of total 15) ministries shows that the Ministry of Environment, Spatial Planning, and Infrastructure (MESPI) offers the most services with 80, followed by the Ministry of Internal Affairs (MIA) with 73. On the other end of the spectrum, the Ministry of Foreign Affairs and Diaspora (MFAD) and the Ministry of Communities and Return (MCR) provide the fewest services, with 2 and 1 services, respectively.

FIGURE 3: Number of services at ministerial level

Ministry	Number of services
MESPI	80
MIA	73
MIET	62
MFLT	49
MAFRD	34
MESTI	14
MH	10
MJ	6
ME	6
MCYS	6
MFAD	2
MCR	1
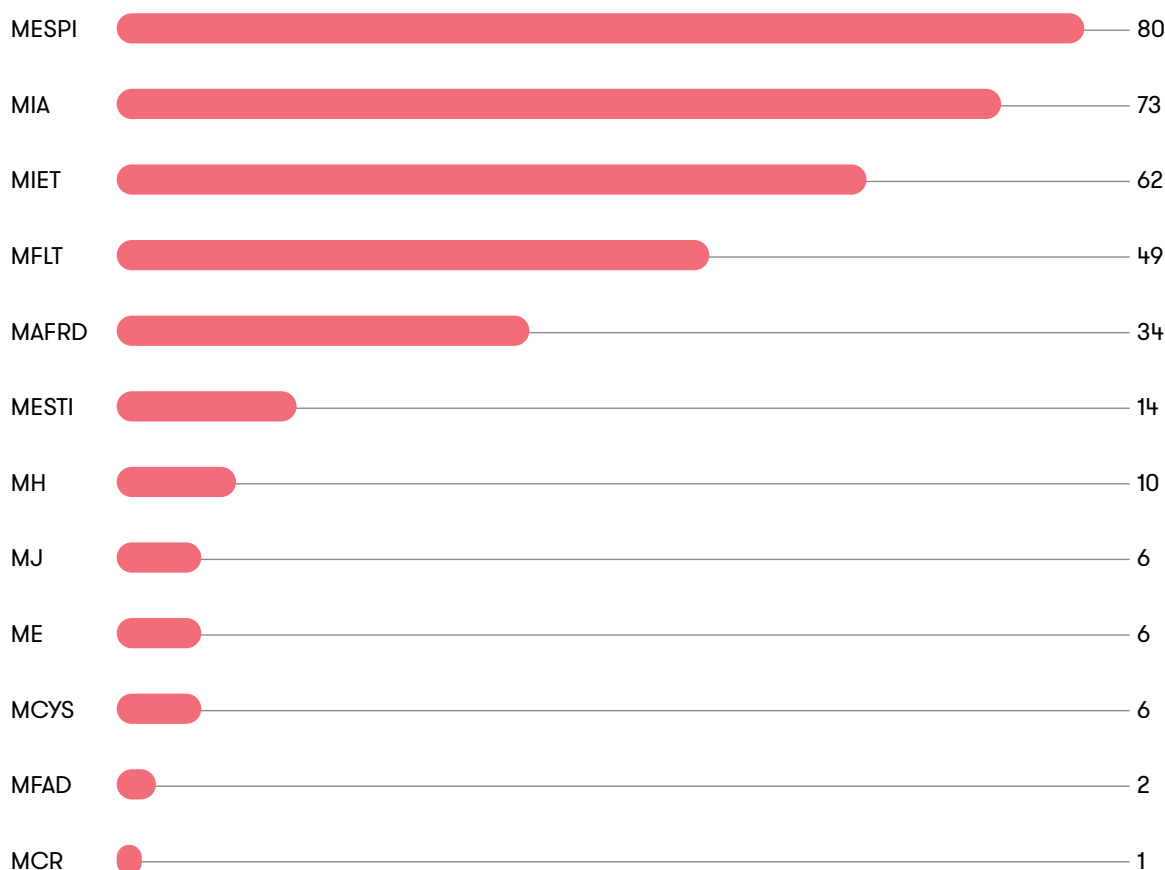
SOURCE: D+, BASED ON E-KOSOVA – CENTRAL SERVICES

FIGURE 4: Average documents required per service by ministry

Ministry	Value
MESTI	11,71
MCYS	10
MESPI	9,05
ME	8,5
MAFRD	6,15
MIET	5,84
MFLT	5,67
MCR	5
MIA	4,49
MH	4,4
MJ	3,5
MFAD	2

SOURCE: D+, BASED ON E-KOSOVA – CENTRAL SERVICES

Across all 12 ministries, to obtain 343 services offered, users have to collect in total 2,250 documents. The Ministry of Environment, Spatial Planning, and Infrastructure (MESTI) has the highest average with 11.71 documents per service, followed by the Ministry of Culture, Youth, and Sports (MCYS) with 10 documents per service. The Ministry of Foreign Affairs and Diaspora (MFAD) has the lowest average, requiring only 2 documents per service.

Out of 343 services issued by all ministries in this analysis, accessing 299 of them (87.2%) requires filling out an application or a request. But only 64 of these applications or request forms (18.7%) can be accessed online. The Ministry of Environment, Spatial Planning,

and Infrastructure (MESPI) has the highest number of services (80), with 72 of them requiring an application and none being accessible online. The Ministry of Internal Affairs (MIA) follows, with 73 services, 59 of which require an application, of which 21 can be accessed online. The Ministry of Industry, Entrepreneurship, and Trade (MIET) offers 62 services, with 52 needing an application and 33 accessible online.

Overall, there is a significant gap between the number of services requiring applications and the availability of these applications online, highlighting an area for potential improvement in digital accessibility and efficiency within these ministries.

FIGURE 5: Services by ministry, services that need application or request and how many of them can be accessed online

● No. of services   ● No.of services for which you can apply online   ● No.of applications which can be accessed online

MESPI		80
		72
		0
MIA		73
		59
		21
MIET		62
		52
		33
MFLT		49
		47
		3
MAFRD		34
		34
		5
MESTI		14
		10
		1
MH		10
		9
		0
MJ		6
		4
		0
ME		6
		5
		0
MCYS		6
		6
		1
MFAD		2
		0
		0
MCR		1
		1
		0
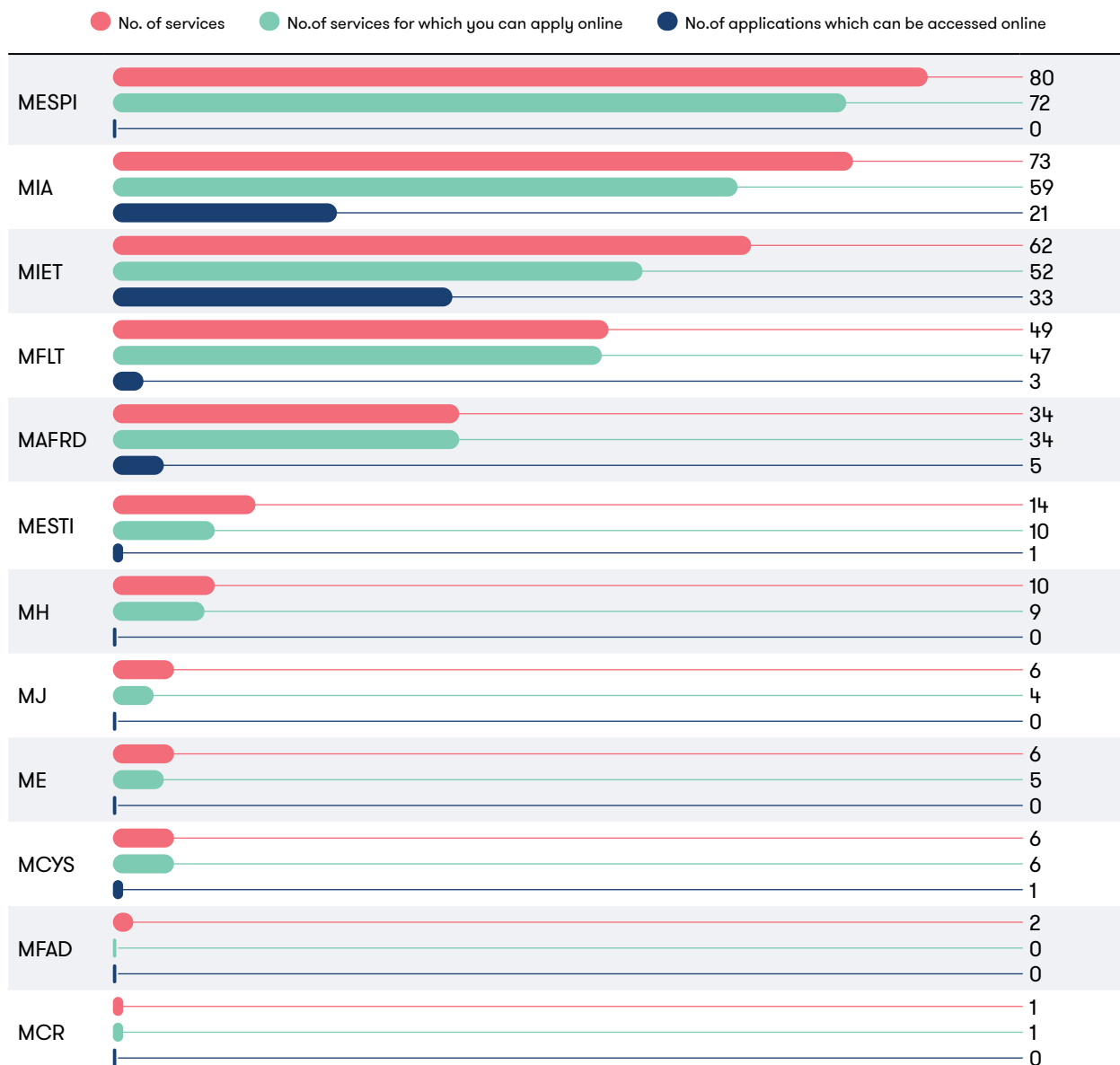
SOURCE: D+, BASED ON E-KOSOVA – CENTRAL SERVICES

TOTAL

343 No. of services

299 No.of services for which filling an application is needed

64 No.of applications which can be accessed online

Just a few services can be accessed online. Out of 343 identified services, users can apply online for only 36 of them (10.5%), and only 11 (3.2%) of services are delivered online. There is a significant gap between the availability of online applications and the actual delivery of services online, indicating a need for increased digital transformation efforts across these ministries to enhance service accessibility and efficiency.

MESPI has the highest number of services (80), with only 5 services allowing online applications and 3 services being delivered online. MIA offers 73 services, with 3 services allowing online applications and 3 being delivered online. The Ministry of Industry, Entrepreneurship, and Trade (MIET) provides 62 services, 15 of which can be applied for online, but none are delivered online.

FIGURE 6: Online services by ministry

	No. of services	No.of services for which you can apply online	Number of services delivered online
MESPI	80	5	3
MIA	73	3	3
MIET	62	15	0
MFLT	49	4	2
MAFRD	34	3	0
MESTI	14	1	0
MH	10	0	0
MJ	6	1	2
ME	6	1	0
MCYS	6	1	1
MFAD	2	2	0
MCR	1	0	0
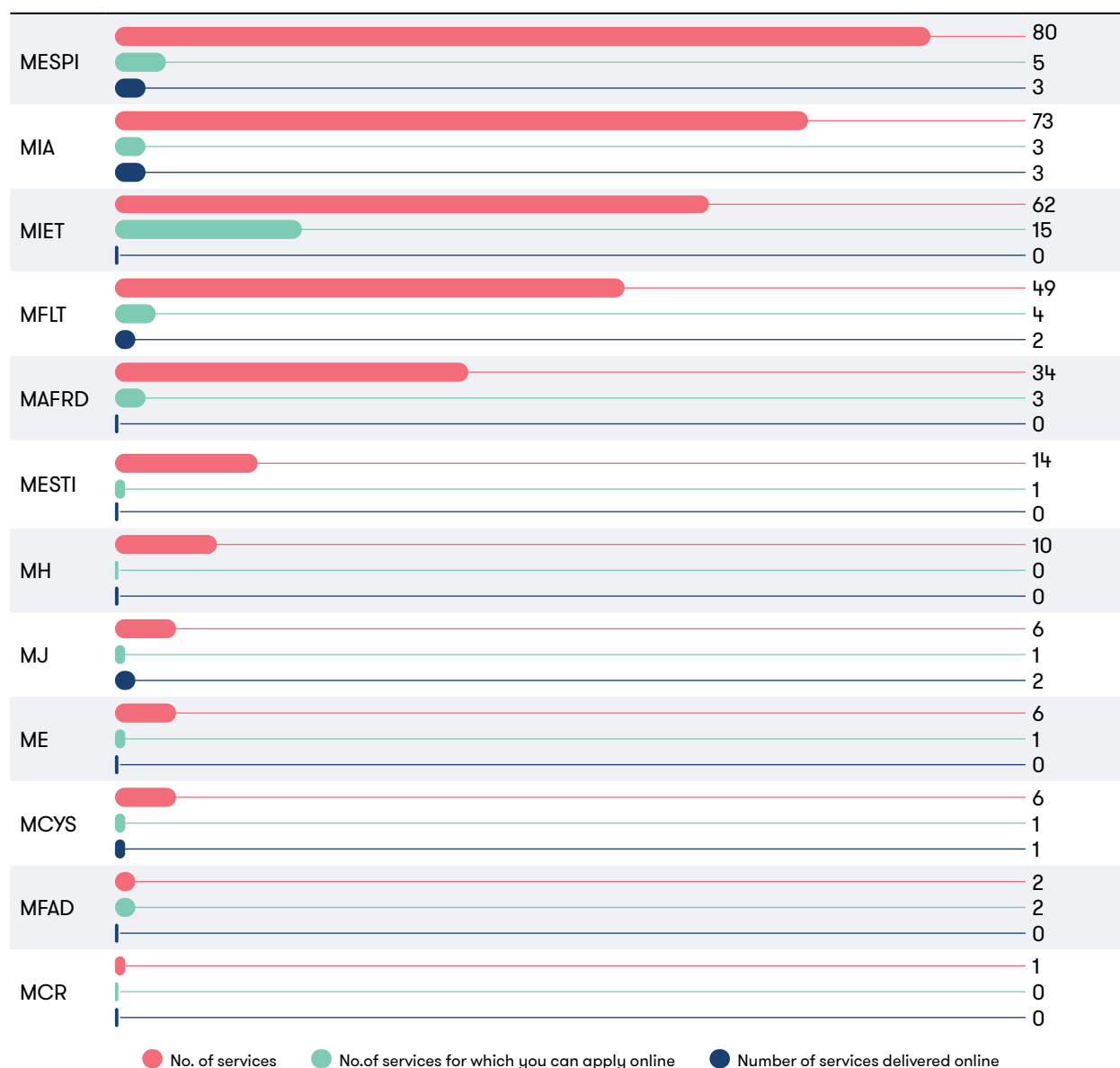
SOURCE: D+, BASED ON E-KOSOVA – CENTRAL SERVICES

For 291 services (85%) there is a defined deadline for responses. The average response time varies significantly across ministries and the nature of services they provide. The Ministry of Justice (MJ) has the longest average response time, taking 90 days to deliver services, while MESTI follows with an average response time of 64 days. In contrast, the Ministry of Foreign Affairs and Diaspora (MFAD) has the shortest average response time, delivering services within a day.

FIGURE 7: Average response time to deliver services by ministry

Ministry	Days
MJ	90
MESTI	64
MIA	47,5
MESPI	40
MCYS	39
MAFRD	36
MFLT	33,5
ME	30
MIET	25
MCR	15
MH	13
MFAD	1
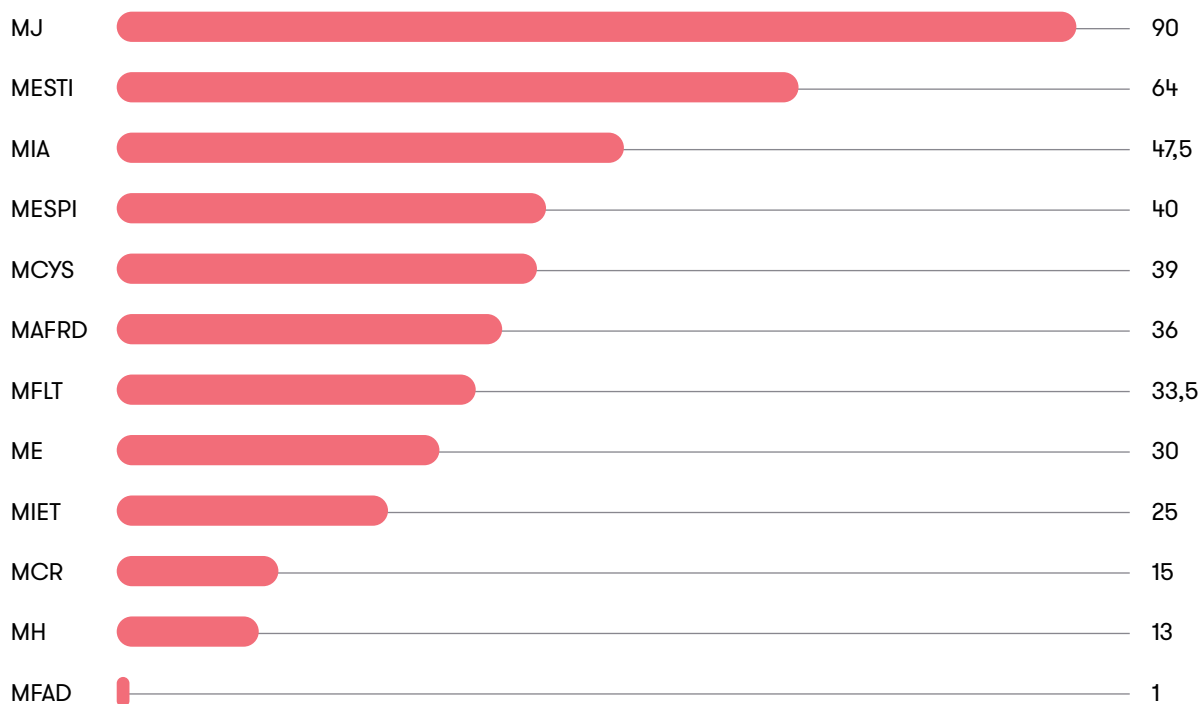
SOURCE: D+, BASED ON E-KOSOVA – CENTRAL SERVICES

Out of 343 services, 227 of them (66%) require payment to receive the service. For some ministries, it is difficult to calculate the average fee per service as the payments are unit-based and vary significantly depending on the specific service provided.

FIGURE 8: Average fee per service by ministry

Ministry	Average fee
ME	1 000
MCYS	806
MIA	280
MFLT	277,5
MESTI	145
MH	59
MIET	38,5
MFAD	10
MJ	0
MCR	0
MAFRD	
MESPI	
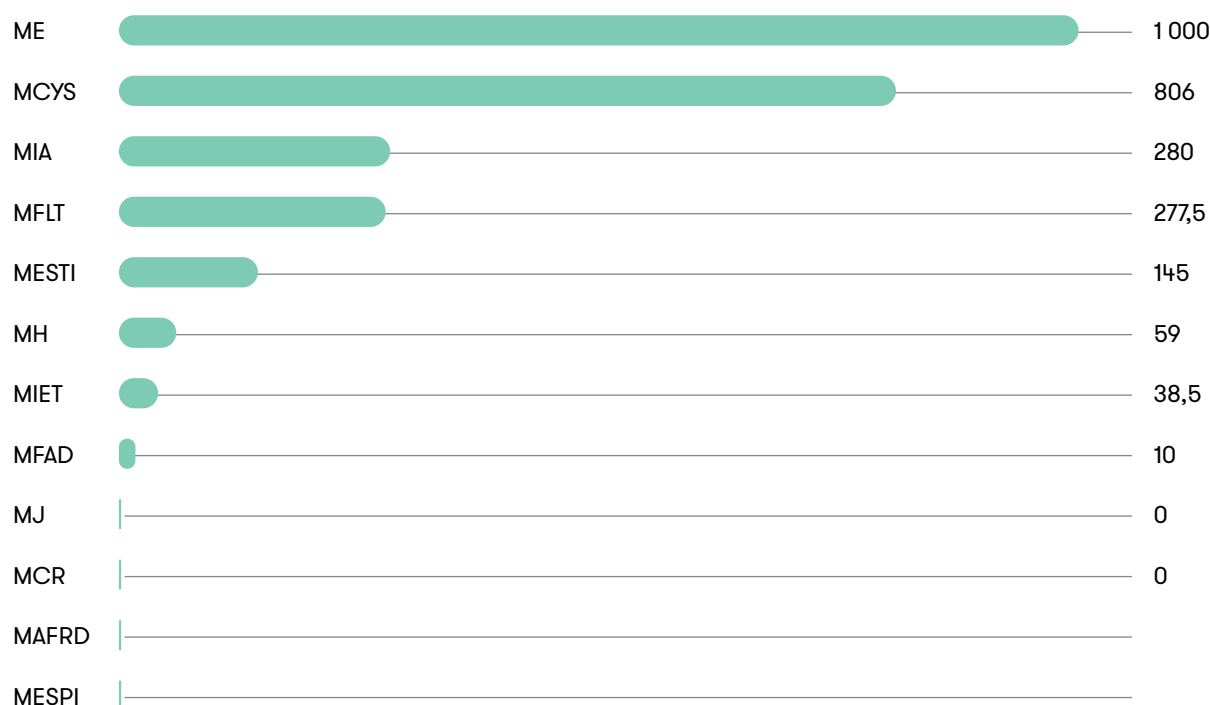
SOURCE: D+, BASED ON E-KOSOVA – CENTRAL SERVICES

5.1.1 Service delivery in the Ministry of Finance, Labor and Transfers

The Ministry of Finance, Labor and Transfers (MFLT) is one of the ministries with an inventory of services available on e-Kosova. MFLT was reorganized at the beginning of the last mandate in 2021, merging the former Ministry of Finance with the Ministry of Labor and Social Welfare. The majority of services provided by MFLT are social services.

Although the Tax Administration of Kosovo (TAK) and Customs fall under the MFLT, in this analysis, TAK and Customs services are examined jointly at the agency level, along with the services of the Labor Inspectorate.

Out of the 49 services identified at MFLT, five services were selected for detailed analysis. These five services are:
1. Application for basic pension;
2. Application for contributory pension;
3. Certification as an occupational safety and health expert;
4. Certification as an occupational safety and health trainer;
5. Licensing of occupational safety and health service;
6. Licensing of training centers for occupational safety and health.

Applicants (users) need to fill out an application for all of these services. None of the applications can be found online, but in some cases, applicants can obtain them through email upon request. Applications, particularly for pensions, have to be done in person.

For the application for a basic pension, users need to submit a copy of their ID and a certificate of residence. Similarly, the application for a contributory pension requires a copy of the user's ID, a certificate of residence, and proof of 15 years of work experience. Both services do not have associated fees and have a response time of 45 days, with all documents submitted and services received in person.

Certification as an occupational safety and health expert requires several documents including a request form, notarized copy of the university diploma, proof of work experience, proof of payment of the specified fee, copy of the ID card, and a certificate of participation at the Training Center. This service costs 70 euros and can be processed in person or via email, with a response time of 45 days.

Certification as an occupational safety and health trainer also involves submitting various documents such as a valid expert certificate, proof of specialized training, copy of ID, proof of payment for the specified fee, and proof of work experience as an occupational safety and health (OSH) expert for at least two years. This service costs 50 euros and can be processed in person or via email, with a response time of 45 days.

Licensing as a provider of occupational safety and health service requires comprehensive documentation, including business registration, ID of the legal responsible person, expert certificates, employment contracts of the experts, organizational framework, and proof of technical specification of the applicant service provider's facilities. This service costs 200 euros and can be processed in person or via email, with a response time of 45 days.

Licensing a training center for occupational safety and health requires business registration, ID of the legal responsible person, trainer certificates, a list of employed trainers, employment contracts of the trainers, and developed training programs. This service also costs 200 euros and can be processed in person or via email, with a response time of 45 days.

TABLE 2: Details of service applications and requirements

Service	Documents to be submitted		Fee (Euro)	Response time (days)	How are the documents submitted	How is the service received
Application for basic pension	1. 2.	Copy of ID Certificate of residence	0	45	In-person	In-person
Application for contributory pension	1. 2. 3.	Copy of ID Certificate of residence Proof of 15 years of work experience	0	45	In-person	In-person
Certification as an occupational safety and health expert	1. 2. 3. 4. 5. 6.	Request Notarized copy of university diploma Proof of work experience Copy of payment for the specified fee Copy of ID card Copy of certificate of participation in the Training Center	70	45	In-person e-mail	In-person e-mail
Certification as an occupational safety and health trainer	1. 2. 3. 4. 5.	Copy of valid Expert Certificate Proof of specialized training course related to adult training with at least 20 hours Copy of the ID Copy of payment for the specified fee Proof of work experience as a safety and health expert for at least two years	50	45	In-person e-mail	In-person e-mail
Licensing as a provider occupational safety and health service	1. 2. 3. 4. 5. 6. 7.	Copy of business registration Copy of the ID of the legal responsible person Copies of expert certificates: CV for expert I, CV for expert II, CV for expert III; Employment contracts of the three safety and health experts with the legal entity Organizational framework and written work procedures for all services offered to employers, such as workplace risk assessment, occupational safety and health management system, emergency planning, inspection and testing of work equipment Proof of the ability to provide technical measurements of risk factors in the workplace Copy of payment for the specified fee	200	45	In-person e-mail	In-person e-mail
Licensing a training center for occupational safety and health	1. 2. 3. 4. 5. 6. 7.	Copy of business registration Copy of the ID of the legal responsible person Copies of trainer certificates, with at least one OSH trainer List of employed OSH trainers, including their names, surnames, ID card numbers, trainer certificate numbers, and the validity period of the trainer certificates Employment contracts of the OSH trainer(s) with the legal entity Developed training programs for planned implementation, including a description of the suitable workspace, equipment, and appropriate technical tools Copy of payment for the specified fee	200	45	In-person e-mail	In-person e-mail

SOURCE: D+, BASED ON E-KOSOVA – CENTRAL SERVICES AND CONSULTATIONS WITH MFLT OFFICIALS

The reapplication process for basic and contributory pensions is especially problematic. Pensioners are required to appear in person at the pension offices in their respective municipalities every six months or at consular services for those living abroad, to prove they are still alive. This requirement has become a significant burden for pensioners, particularly for those in poor health, as well as for their families.

As noted in our 2023 report, there are no mechanisms in place to understand user needs and preferences for the services to monitored and analyzed in this report.

Additionally, the principle of 'once-only,' meaning that institutions shouldn't burden applicants with documents that can be obtained from other institutions, is not respected for these services. For example, those who apply for basic pensions are obliged to bring a copy of their ID and a residence certificate, instead of just the ID. The rest of the information should be obtained by officials through internal communication with other state institutions.

For all services in this list, the deadline for responses is 45 days, which means that these institutions are relying on the default deadline set by the Law on General Administrative Procedure.

None of the services in the list is fully digitalized. The furthest the MFLT has gone is by making it possible for information and applications to be submitted online. There are no monitoring mechanisms in place.

TABLE 3: MFLT selected services current state of play in implementation of principles and instruments on service design and delivery

Service

#	Service	Research mechanisms	Feedback mechanisms	User satisfaction tracking	Co-design	Once only	Gratuity	Timely delivery	Accessibility	Service quality standards	User information	User support	Multi-channel delivery	Digitalization status	Monitoring and evaluation
1	Application for basic pension	Early	Early	Early	Early	Early	Good	Early	Some	Early	Some	Good	Early	Early	Early
2	Application for contributory pension	Early	Early	Early	Early	Early	Good	Early	Some	Early	Some	Good	Early	Early	Early
3	Certification as an occupational safety and health expert	Early	Early	Early	Early	Early	Some	Early	Good	Early	Some	Good	Some	Early	Early
4	Certification as an occupational safety and health trainer	Early	Early	Early	Early	Early	Some	Early	Good	Early	Some	Good	Some	Early	Early
5	Licensing of occupational safety and health service	Early	Early	Early	Early	Early	Some	Early	Good	Early	Some	Good	Some	Early	Early
6	Licensing of the training center for occupational safety and health	Early	Early	Early	Early	Early	Some	Early	Good	Early	Some	Good	Some	Early	Early

● EARLY STAGE   ● SOME PROGRESS   ● GOOD PROGRESS

5.2 Services from Independent and Executive Agencies

There are 34 independent institutions (agencies/regulatory bodies) in Kosovo[14] and tens of executive institutions/agencies that have a special status within executive institutions.[15] These agencies provide various services for citizens and businesses. The e-Kosova portal offers a detailed inventory of services for 14 executive institutions and nine independent agencies or regulatory bodies. In our analysis, we have additionally

obtained and added information about the services offered by the Independent Media Commission, which is an independent institution and one of the five institutions foreseen by the Kosovo Constitution.[16]

In this analysis we will compare services of independent and executive institutions in one group. From agencies represented in this analysis, the Civil Aviation Authority (CAA) leads with 79 services, followed by the Tax Administration of Kosovo (TAK) with 42 services, and the Kosovo Medicines Agency (KMA) with 38 services.

FIGURE 9: Number of services by agencies

CAA	79
TAK	42
KMA	38
Costums*	37
CRA	24
Police	15
ERO	12
RRA	10
KFA	9
ARKEP	6
EARK	6
ARPNS	6
AAD	5
ICMM	5
NQA	5
IMC	5
NIPH	4
EMA	4
KAA	2
Trust	2
WSRA	1
LI	1
PIK	1
KEPA	1
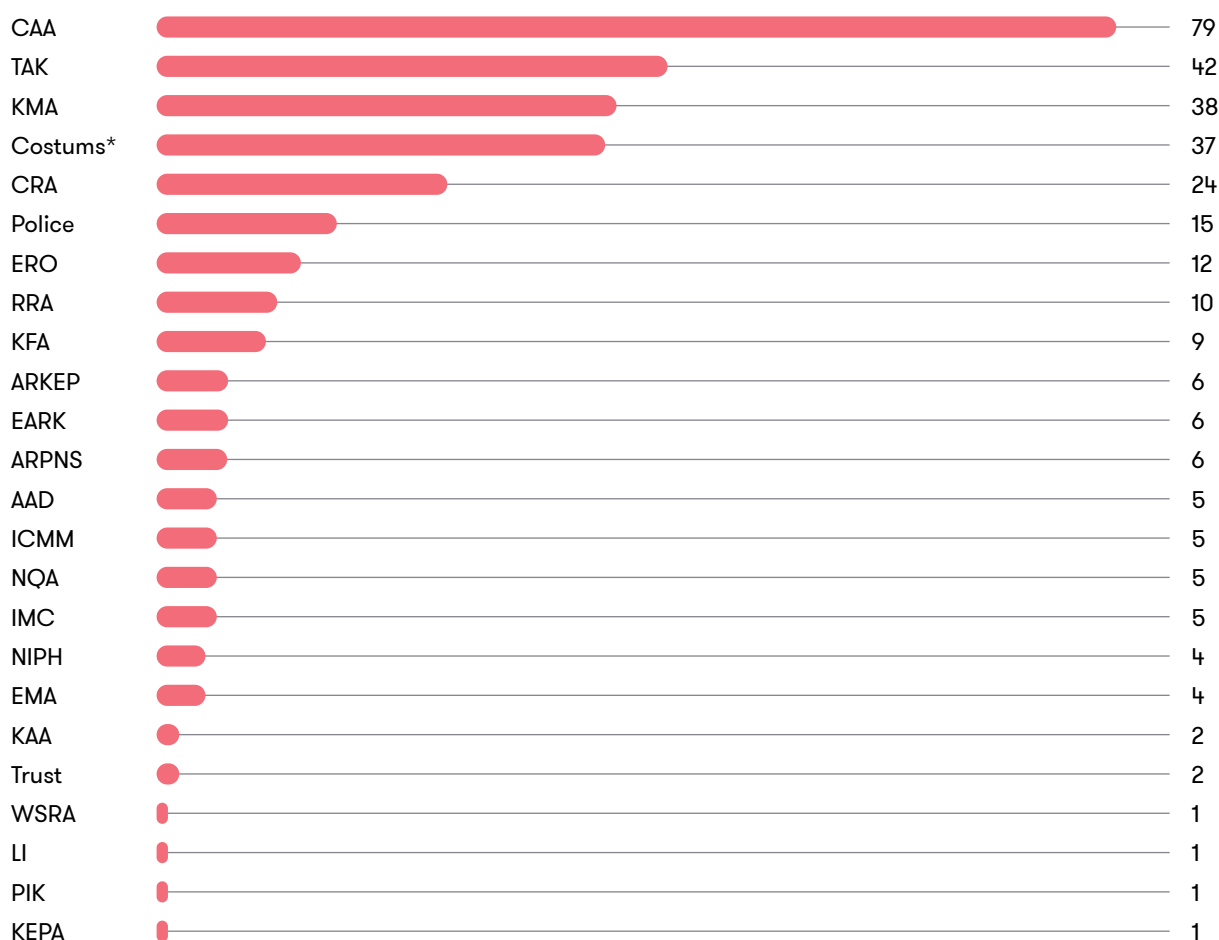
SOURCE: D+, BASED ON E-KOSOVA-CENTRAL SERVICES, ADDING INFORMATION FOR IMC

---

14   Assembly of Kosovo. The List of independent agencies and institutions. Source: https://kuvendikosoves.org/shq/per-publikun/agjensionet-e-pavarura/lista-e-agjensioneve-te-pavarura/#
15   The difference between independent agencies and executive agencies is that the former report to the Kosovo Assembly, while the latter report to the ministries or the Office of the Prime Minister.
16   Constitution of the Republic of Kosovo. Article 141. Source: https://www.kpm-ks.org/assets/cms/uploads/files/Legjislacioni/1362558264.286.pdf

When it comes to services that require filling out an application, CAA again tops the chart with all 79 services requiring application completion, followed by the TAK with 39 out of 42 services requiring application completion. The Kosovo Medicines Agency (KMA) ranks in third place, with 33 out of 38 services requiring applications.

FIGURE 10: Number of services and application completion requirements by agencies

● No. of services   ● Number of services and application completion requirements by agencies

Agency	No. of services	Application completion
CAA	79	79
KTA	42	39
KMA	38	33
Costums*	37	31
CRA	24	5
Police	15	10
ERO	12	12
RRA	10	7
KFA	9	9
EARK	6	3
ARKEP	6	6
ARPNS	6	6
AAD	5	4
ICMM	5	5
IMC	5	5
NQA	4	4
EMA	4	3
NIPH	4	4
Trust	2	0
KAA	2	2
WSRA	1	1
KEPA	1	1
PIK	1	0
LI	1	1
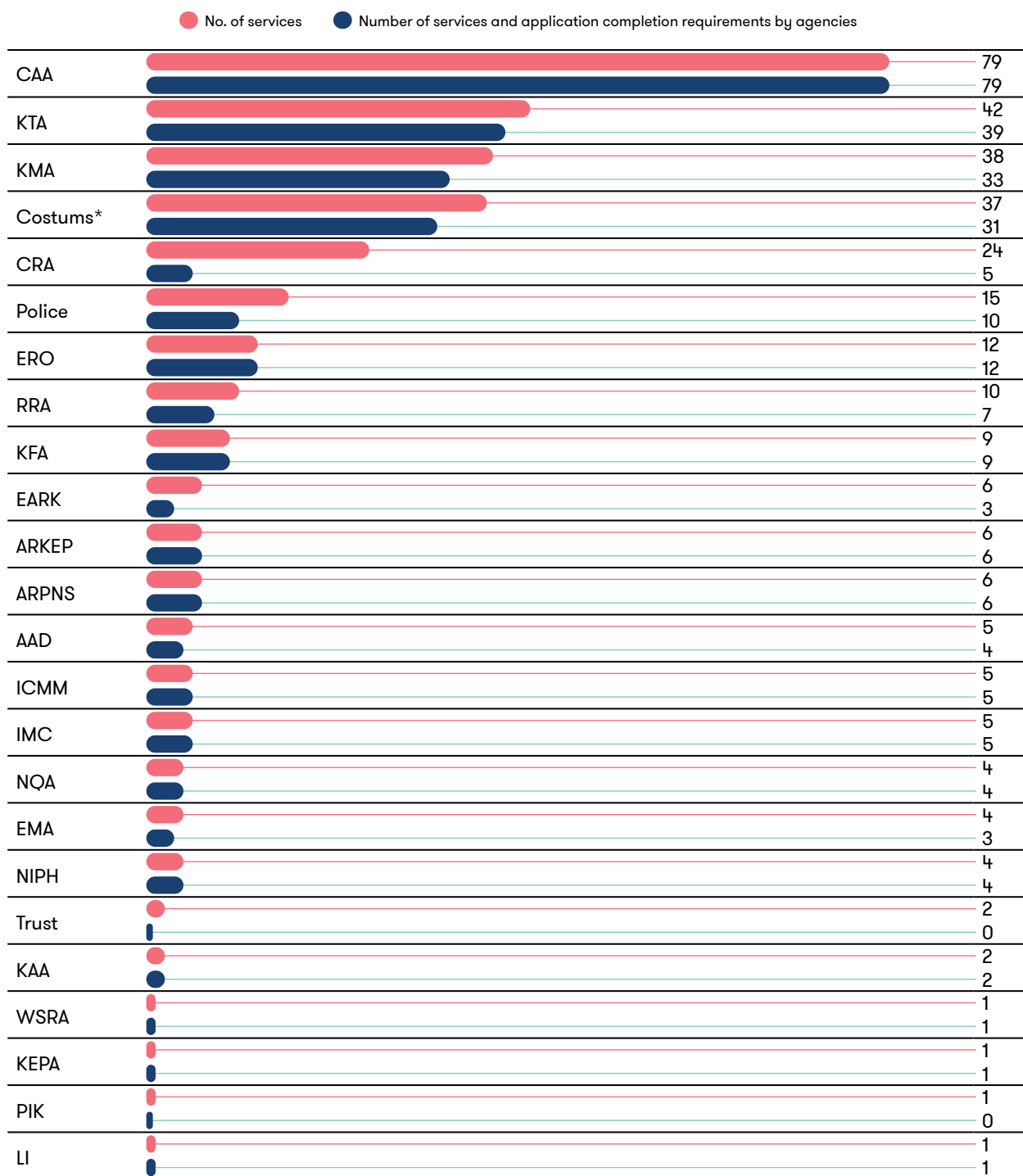
SOURCE: D+, BASED ON E-KOSOVA-CENTRAL SERVICES, ADDING INFORMATION FOR IMC

The data reveal significant disparities among agencies in terms of online availability of services. For instance, while the Civil Aviation Authority (CAA) offers the highest number of services (79), all of which require application completion and are available online, other agencies like the Kosovo Forestry Agency (KFA) and the Kosovo Institute for Public Health (NIPH), do not offer any applications available online, despite having several services that require application completion.

Notably, agencies such as the Customs and the Tax Administration of Kosovo (TAK) provide a substantial number of services (37 and 42 respectively), with a considerable portion of these services requiring application completion (31 and 39 respectively). However, only a portion of these applications are available online (20 and 28 respectively).

FIGURE 11: Number of services, application requirements and online availability by agencies
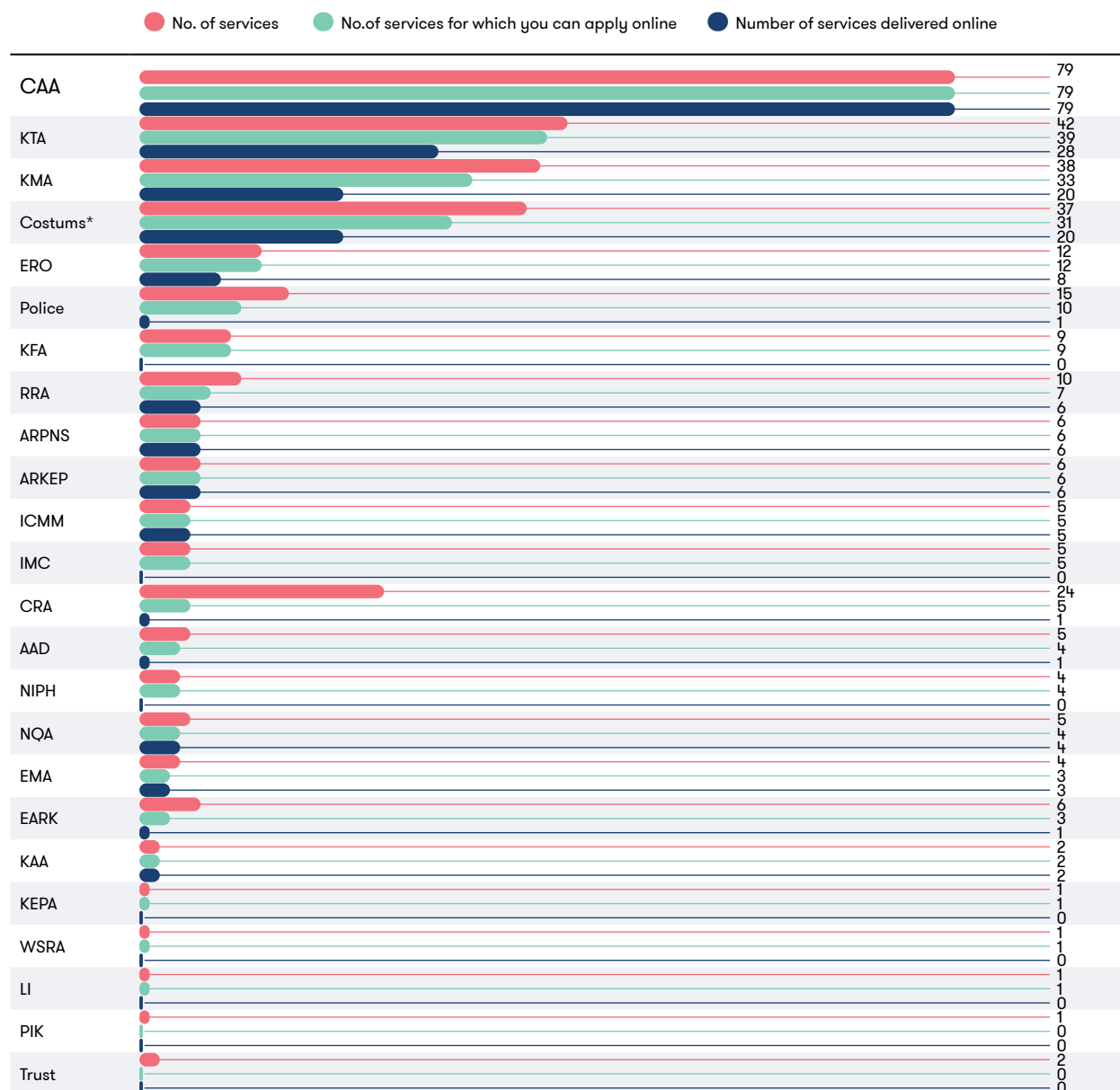
SOURCE: D+, BASED ON E-KOSOVA-CENTRAL SERVICES, ADDING INFORMATION FOR IMC

There are also significant differences among agencies in terms of the average number of documents required to receive their services. The Independent Commission for Mines and Minerals (ICMM) requires the highest average number of documents per service, with an average of 21.8 documents. This is followed closely by the National Qualification Authority (NQA) and the Water Supply Regulatory Authority (WSRA), which require an average of 20.2 and 14 documents per service, respectively. The Independent Media Commission (IMC) and the Energy Regulatory Office (ERO) also have high averages, indicating that these agencies impose a considerable documentation burden on users.

FIGURE 12: Average number of documents required per service

Agency	Value
ICMM	21,8
NQA	20,2
WSRA	14
IMC	13
ERO	11,67
KFA	11,11
LI	7
ARPNS	5,5
CAA	5,43
EARK	4,5
ARKEP	4,33
CRA	4,29
KAA	4
EMA	4
RRA	3,8
KMA	2,63
TAK	2,12
Police	2,07
KEPA	2
Trust	1,5
Customs	1,3
AAD	1,2
NIPH	1
PIK	0
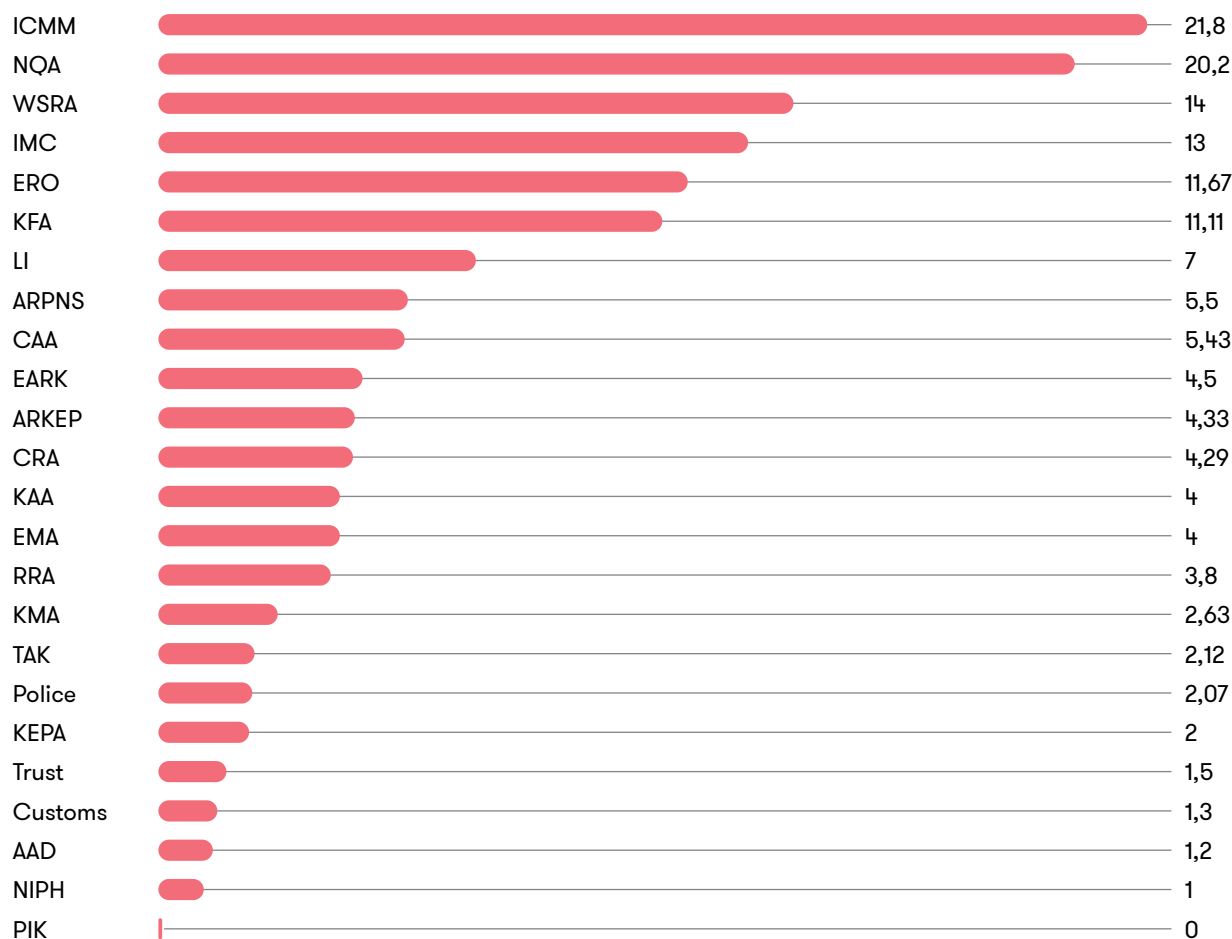
SOURCE: D+, BASED ON E-KOSOVA-CENTRAL SERVICES, ADDING INFORMATION FOR IMC

*Costums have listed only legal documents that outline the procedures, so the average number of documents per service might be much higher.

For some services, citizens and businesses can apply online and receive the service online. For others, users can apply online but must receive the service in person. Additionally, there are some services where users are required to apply in person, although the service might be delivered online.

The graph below illustrates services for which applications can be submitted online and the number of services that are fully delivered online. Notably, CAA leads with 79 services available and delivered online, followed by Customs, which offers 31 services fully delivered online. The Tax Administration (KTA) and Energy Regulatory Office (ERO) also offer significant online service provision.

FIGURE 13: Online services by agencies

- ● No. of applications can be submitted online
- ● No. of services that are fully delivered online

Agency	Applications	Fully delivered
CAA	79	79
Costums*	30	31
KTA	8	12
ERO	0	10
RRA	0	9
KFA	6	6
ARKEP	5	5
NQA	1	3
AAD	2	2
Police	1	2
Trust	1	2
KAA	1	1
PIK	0	0
EARK	0	0
ARPNS	1	0
CRA	0	0
ICMM	0	0
IMC	21	0
KMA	0	0
EMA	0	0
NIPH	0	0
WSRA	0	0
KEPA	0	0
LI	0	0
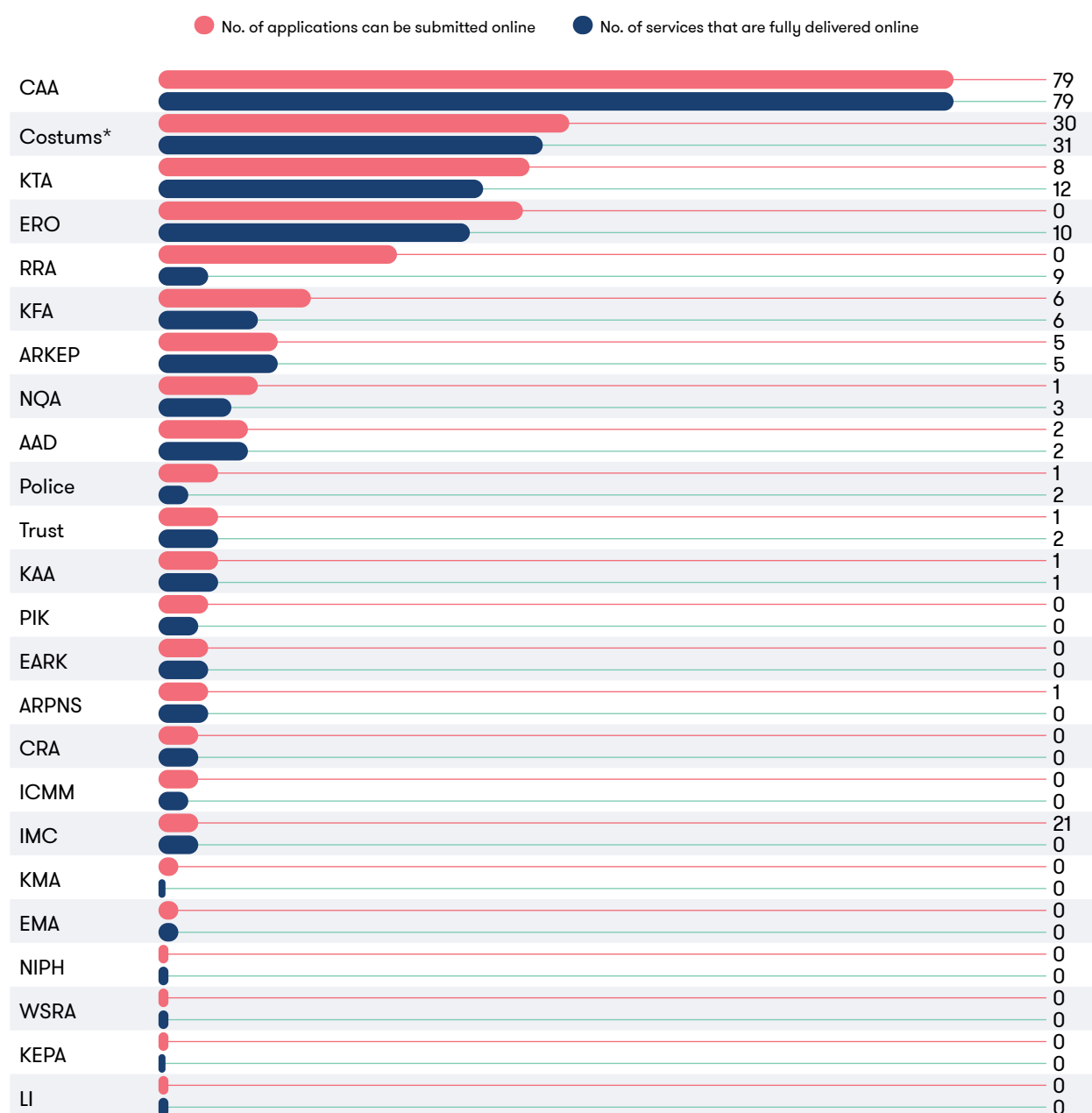
SOURCE: D+, BASED ON E-KOSOVA-CENTRAL SERVICES, ADDING INFORMATION FOR IMC

Out of 320 services identified across all agencies with available information on e-Kosova, 284 (89%) have a clear timeline specifying the officials' obligation to respond. The NQA has the longest average response time at 298 days, followed by Kosovo Accreditation Agency (KAA) with 182.5 days, and CAA with 92 days. Other institutions, such as the Railway Regulatory Authority (RRA), the Kosovo Forestry Agency (KFA), and the ICMM, have response times ranging from approximately 60 to 76 days. On the shorter end of the spectrum, agencies such as the Civil Registration Agency (CRA), the Tax Administration, and the Trust Agency demonstrate more efficient service delivery with response times of 7, 13, and 15 days, respectively. The Employment Agency of the Republic of Kosovo (EARK) stands out for its rapid response time of just 4 days.

FIGURE 14: Average legal response time for service delivery

Agency	Days
NQA	298
KAA	182,5
CAA	92
RRA	76,2
KFA	67,5
ICMM	60
ERO	57,5
WSRA	45
EMA	45
ARPNS	45
KMA	39
Customs	32
KEPA	30
IMC	30
Police	22
ARKEP	19,5
Trust	15
TAK	13
CRA	7
EARK	4
Customs	1,3
AAD	1,2
NIPH	1
PIK	0
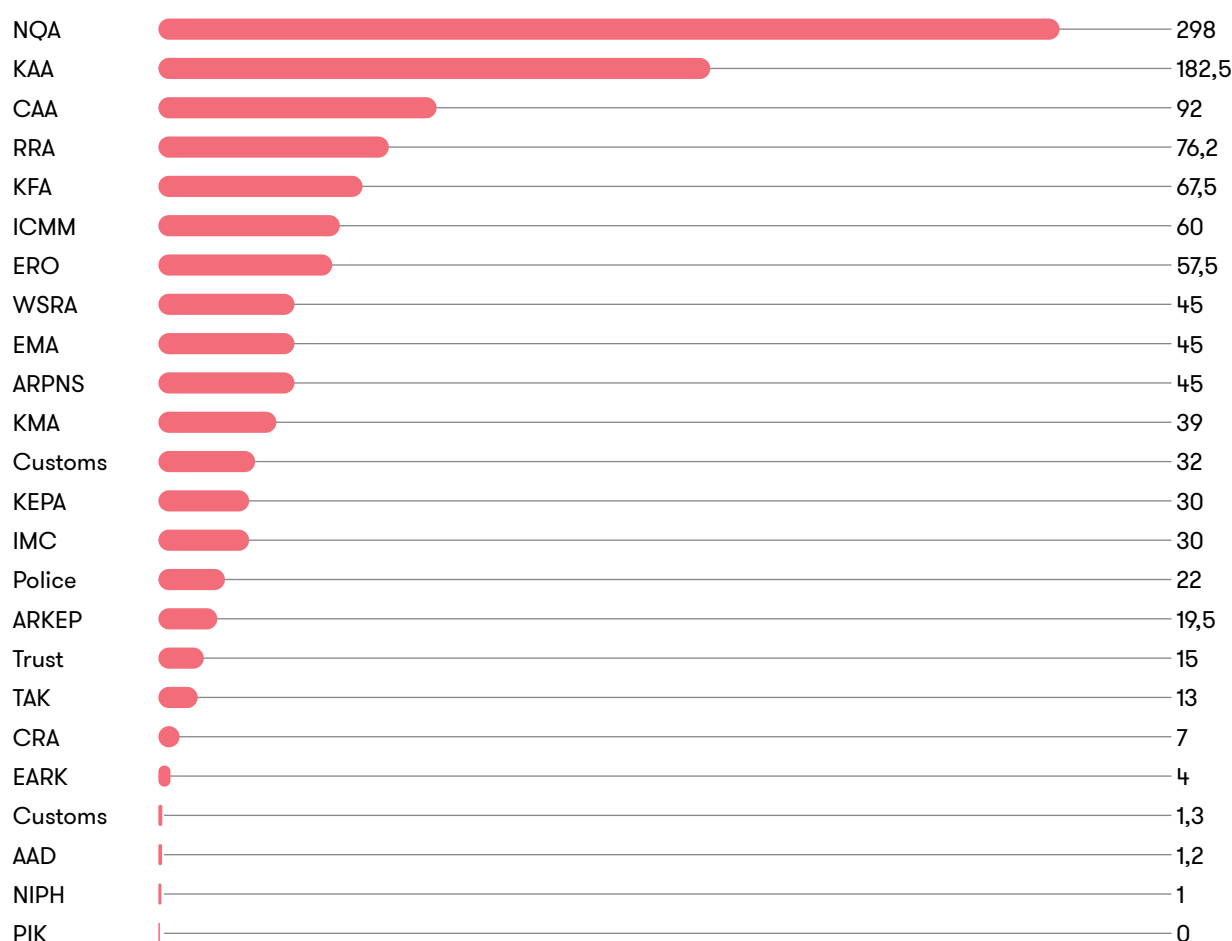
SOURCE: D+, BASED ON E-KOSOVA-CENTRAL SERVICES, ADDING INFORMATION FOR IMC

From out of 320 identified services across independent and executive agencies, 180 of them (56%) require payment for the service. The average price of payments differs and it is impossible to compare average prices, as different institutions use different prices for different units.

Figure 15 provides information on the number of services requiring payment by each agency. The Civil Aviation Authority (CAA) stands out with the highest number of paid services, totaling 77.

FIGURE 15: Number of services requiring payment

Agency	Value
CAA	77
KMA	27
CRA	18
KFA	9
RRA	8
ERO	8
ICMM	5
IMC	5
NIPH	4
ARKEP	4
NQA	4
EMA	4
Costums*	2
KAA	1
WSRA	1
Police	1
EARK	1
KEPA	1
Trust	0
AAD	0
LI	0
ARPNS	0
TAK	0
PIK	0

SOURCE: D+, BASED ON E-KOSOVA-CENTRAL SERVICES, ADDING INFORMATION FOR IMC

5.2.1 Service delivery in Independent Media Commission

The Independent Media Commission (IMC) is an institution established to regulate and oversee the media landscape within the country. Its establishment and role are incorporated in the Constitution, which emphasizes the IMC as an independent body responsible for regulating the broadcasting frequency spectrum and ensuring a fair system for audiovisual media services.[17]

The IMC operates under the Law on the Independent Media Commission. The Law outlines an comprehensive framework within which the IMC functions, detailing its purpose, powers, duties, and responsibilities.[18] The primary purpose of the IMC is to promote the development of a viable market for audiovisual media services in Kosovo. This involves regulating, managing, and overseeing the broadcasting frequency spectrum to ensure that all citizens have access to diverse and high-quality media content.

As a regulatory authority, IMC is tasked with issuing licenses to public and private broadcasters, renewing these licenses, and granting the right to use broadcasting frequencies. It also has the power to impose sanctions on licensed entities that breach regulations or the terms and conditions of their licenses. IMC is responsible for reviewing and amending the Broadcasting Frequency Plan as necessary and issuing sub-legal acts to regulate broadcasting and audiovisual media services in compliance with international standards. IMC submits annual reports to the Assembly of Kosovo, detailing its activities, financial operations, and future objectives.

IMC issues five main licenses for media organizations. These licenses are designed to regulate and oversee various aspects of the broadcasting and media landscape in Kosovo. The IMC ensures that all media service providers comply with established standards and operate within the legal framework set forth by the

law. The five main licenses provided by the IMC are:

1. Licensing of Audio and Audiovisual Media Service Providers with terrestrial transmission
2. Licensing of Audio and Audiovisual Media Service Providers through multiplex operators
3. Licensing of Audio and Audiovisual Media Service Providers through distribution operators
4. Licensing of on-demand media service providers
5. Licensing of distribution operators

Other services that IMC offers, which are linked with the main licenses, include license renewal requests, license modification requests (such as changes in ownership, program scheme, or technical conditions), and license revocation requests.[19]

- Licensing of Audio and Audiovisual Media Service Providers with terrestrial transmission allows broadcasters to transmit their content directly over the airwaves using terrestrial transmitters.
- Licensing of Audio and Audiovisual Media Service Providers through a multiplex operator enables broadcasters to use a shared transmission infrastructure, often leading to more efficient use of the frequency spectrum.
- Licensing of Audio and Audiovisual Media Service Providers through distribution operators allows broadcasters to distribute their content via cable, satellite, or internet-based platforms, thereby reaching audiences through different distribution channels. Video on Demand (VoD) refers to nonlinear audiovisual media services provided by a media service provider, allowing users to watch programs at a time of their choosing, based on a catalog of programs selected by the provider.

For the first two types of licenses—terrestrial transmission and multiplex operator—the IMC opens a call for applications, and the licenses are awarded based on a competitive process. This ensures that the most qualified and suitable applicants are granted the right to broadcast. Licenses for Audio and Audiovisual Media

---

17 Constitution of the Republic of Kosovo. Article 141. Source: https://www.kpm-ks.org/assets/cms/uploads/files/Legjislacioni/1362558264.286.pdf
18 Official Gazette. Law No. 04/L-044 on the Independent Media Commission. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=2809
19 IMC. Regulation on audio and audiovisual media service providers. Source: https://www.kpm-ks.org/assets/cms/uploads/files/Rregullore%20p%C3%ABr%20Ofruesit%20e%20Sh%C3%ABrbimeve%20Mediale%20Audio%20dhe%20Audiovizuele%20KPM%202021-01.pdf

Service Providers through distribution operators and 'On-demand' media service providers are issued upon request.

Distribution operators are entities responsible for transmitting and distributing digital signals to end-users, and their licensing process is slightly different than the licensing process for audio and audiovisual providers.

The table below lists the documents that should be submitted to be licensed by the IMC.[20]

TABLE 4: Documents required to apply for IMC license

Service	Documents to be submitted
1. Licensing of Audio and Audiovisual Media Service Providers with terrestrial transmission 2. Licensing of Audio and Audiovisual Media Service Providers through multiplex operators	1. Completed application form 2. Business plan for the next three years 3. Bank account statement for the last six months 4. Weekly program schedule 5. Organizational structure – List of responsible and managerial staff 6. Professional Qualification Criteria – CVs of responsible staff in the areas of technical, legal, and program matters, with notarized copies of certificates 7. Completed (original or notarized) business certificate – activity for radio and television 8. Proof (original) from the competent court that the candidate is not under investigation (separately for physical and legal persons – document not older than six months) 9. Proof from the court that the business is not undergoing bankruptcy or liquidation procedures and that there is no open judicial dispute 10. Proof that the candidate has no tax obligations to the state (confirmation from the Tax Administration of Kosovo with a valid date) 11. Payment of the administrative fee of 100 Euros for application submission 12. Completion of the IMC compliance statement
3. Licensing of Audio and Audiovisual Media Service Providers through distribution operators 4. Licensing of on-demand media service providers	Same documents as for licenses under 1 and 2, plus: 13. Proof of agreement with the distribution operator for securing transmission space (applies only to Audio and Audiovisual Media Service Providers with transmission through distribution operators)

---

20 IMC. Form of application for audiovisual media providers.

Service	Documents to be submitted
5. Licensing of distribution operators	1. Completed application form
	2. Payment of the administrative fee of 100 Euros
	3. Proof from Kosovo Tax Administration not older than 3 months confirming no state obligations
	4. Proof from Basic Court confirming no legal disputes
	5. Proof from Basic Court confirming no criminal charges
	6. Declaration confirming no public official position
	7. Declaration confirming no affiliation with high-level political or religious structures
	8. Operation Base Map in color A3 format showing the distribution network in each municipality or cadastral area
	9. Channel Catalog including transmission languages, number of channels, and channel numbers for each TV/radio station
	10. Copy of the contract to be signed with subscribers
	11. Draft copies of copyright agreements for all audio and audiovisual services to be distributed
	12. Copies of copyright documents or draft agreements for TV/Radio services
	13. Proof of Network Deployment Permissions from the relevant institution (ARKEP)
	14. Proof of Signal Reception Equipment Confirming that it allows user channel preference settings
	15. Proof of Financial Stability, including source and scale of funding (issued by relevant banking institutions)
	16. Three-Year Business Plan.

SOURCE: D+, BASED ON IMC REGULATIONS

For all these licenses, applicants are required to pay a fee.[21] In addition to the annual fee for the license, there is an administrative fee that all applicants must pay when applying for the license. This administrative fee is non-refundable, even if the applicant does not receive the license.[22]

---

21 IMC. Regulation on annual license fees. Source: https://www.kpm-ks.org/assets/cms/uploads/files/Legjislacioni/1514284192.1705.pdf
22 IMC. Regulation on audio and audiovisual media service providers. Source: https://www.kpm-ks.org/assets/cms/uploads/files/Rregullore%20p%C3%ABr%20Ofruesit%20e%20Sh%C3%ABrbimeve%20Mediale%20Audio%20dhe%20Audiovizuele%20KPM%202021-01.pdf

TABLE 5: Annual fee for licenses

Category	Service Name	Annual fee (€)
Radios	Low power radio	140
	Local radio	350
	Regional radio	700
	National radio	5,600
	Radio via distribution operators	200
TVs	Low power TV	210
	Local TV	560
	Regional TV	1,050
	National TV	7,000
	TV via distribution operators	500
MUX	State multiplex transmission	2,500
	Regional and Prishtina sub-zone multiplex transmission	500
Distribution operators	Up to 1,000 inhabitants	150
	1,000 - 10,000 inhabitants	300
	10,000 - 50,000 inhabitants	500
	50,000 - 100,000 inhabitants	1,500
	100,000 - 200,000 inhabitants	2,500
	200,000 - 250,000 inhabitants	5,000
	Over 250,000 inhabitants	20,000
	OTT	5,000
	Satellite transmission	1,500

SOURCE: D+, BASED ON IMC REGULATION ON TARIFFS

None of the applications forms are published in the IMC website. Those who are interested in obtaining an application must visit the IMC offices or request information by email or by phone.[23] Submitting documents must be done in person, as well as receiving the service. Recently, the IMC has engaged a private company through a procurement process to build a digital platform that will digitalize the entire application process.[24]

As for the response time to deliver services, the Law on IMC mandates a 30-day response period for services that have an open call for license applications. For other services, the 45 day deadline, as set forth in the Law on General Administrative Procedure, applies.[25]

Based on the information above and using our framework of service analysis developed in our 2023 report, the table below shows a comprehensive evaluation of all IMC services.

---

23   Interview with Nuredin Islami – Head of Licensing Department at IMC. 23 May 2024. Prishtina.
24   Interview with Jeton Mehmeti – Chairman of IMC Board of Directors. 29 April 2024. Prishtina.
25   Interview with Nuredin Islami – Head of Licensing Department at IMC. 23 May 2024. Prishtina.

Service	Research mechanisms	Feedback mechanisms	User satisfaction tracking	Co-design	Once only	Gratuity	Timely delivery	Accessibility	Service quality standards	User information	User support	Multi-channel delivery	Digitalization status	Monitoring and evaluation
1 Licensing of Audio and Audiovisual Media Service Providers with terrestrial transmission	🔴	🔴	🔴	🟡	🔴	🔴	🟢	🟢	🔴	🟡	🟢	🟡	🟡	🔴
2 Licensing of Audio and Audiovisual Media Service Providers through multiplex operators	🔴	🔴	🔴	🟡	🔴	🔴	🟢	🟢	🔴	🟡	🟢	🟡	🟡	🔴
3 Licensing of Audio and Audiovisual Media Service Providers through distribution operators	🔴	🔴	🔴	🟡	🔴	🔴	🟢	🟢	🔴	🟡	🟢	🟡	🟡	🔴
4 Licensing of on-demand media service providers	🔴	🔴	🔴	🟡	🔴	🔴	🟢	🟢	🔴	🟡	🟢	🟡	🟡	🔴
5 Licensing of distribution operators	🔴	🔴	🔴	🟡	🔴	🔴	🟢	🟢	🔴	🟡	🟢	🟡	🟡	🔴

🔴 EARLY STAGE   🟡 SOME PROGRESS   🟢 GOOD PROGRESS

5.3 Local level service assessment

The list on e-Kosova portal is in Excel and lists local services for 19 municipalities, detailing all services within each municipality. The Excel sheet provides comprehensive information, including the total number of services, the number of services that require filling out an application, how to access the application, fees, deadlines, the legal basis for the services, and much more. For example, the sheet lists services such as the issuance of birth certificates, property ownership certificates, and various licenses, along with detailed descriptions, legal bases, and the specific institutions responsible for these services.

To this list, we have added information for the Municipality of Gracanica. This information was obtained through direct meetings, focus groups, and several requests for access to public documents. With the inclusion of Gracanica, our analysis now covers 20 municipalities out of a total of 38.

Rahovec Municipality stands out with the highest number of services at 134, making it an outlier compared

to other municipalities.[26] Partesh follows with 106 services, and Decan offers 103 services. On the lower end, municipalities such as Fushe Kosova, Novoberdo, and Kamenica provide 76 services each. The average number of services provided across the municipalities is approximately 86.

FIGURE 16: Number of services by municipality

Municipality	Services
F. Kosova	76
Novoberda	76
Kamenica	76
South Mitrovica	78
Kllokot	78
Shtime	79
Obiliq	80
H. i Elezit	81
Suhareka	83
Ferizaj	83
Istog	83
Vushtrri	87
Prizren	90
Podujeva	91
Malisheva	92
Kacanik	93
Decan	103
Partesh	106
Rahovec*	134

SOURCE: D+, BASED ON E-KOSOVA-LOCAL SERVICES

---

26   In the list of local services that can be downloaded from e-Kosova, Rahovec Municipality has listed 178 services, but some were not included in this count in our analysis since a lot of 'services' listed were taxes.

For the majority of services in nearly in all municipalities included in this analysis, filling out an application or a request to obtain the service is required. Municipalities with the highest percentage of services that require an application in order to access a service are Decan (71%), Kamenica (60.5%), and Rahovec (59%).

Municipalities with the lowest percentage are Partesh (40.6%), Novoberdo (46%), and Fushe Kosova (51%). Overall, the average percentage of services requiring an application across all municipalities is approximately 52%.

FIGURE 17: Number of services and services requiring application by municipality

Municipality	Services Requiring Application	Total Services
F. Kosova	39	76
Novoberda	35	76
Kamenica	46	76
South Mitrovica	36	78
Kllokot	54	78
Shtime	35	79
Obiliq	47	80
H. i Elezit	38	81
Suhareka	41	83
Ferizaj	30	83
Istog	36	83
Vushtrri	42	87
Prizren	36	90
Podujeva	49	91
Malisheva	52	92
Kacanik	64	93
Decan	73	103
Partesh	43	106
Rahovec*	79	134

● TOTAL SERVICES ● SERVICES REQUIRING APPLICATION
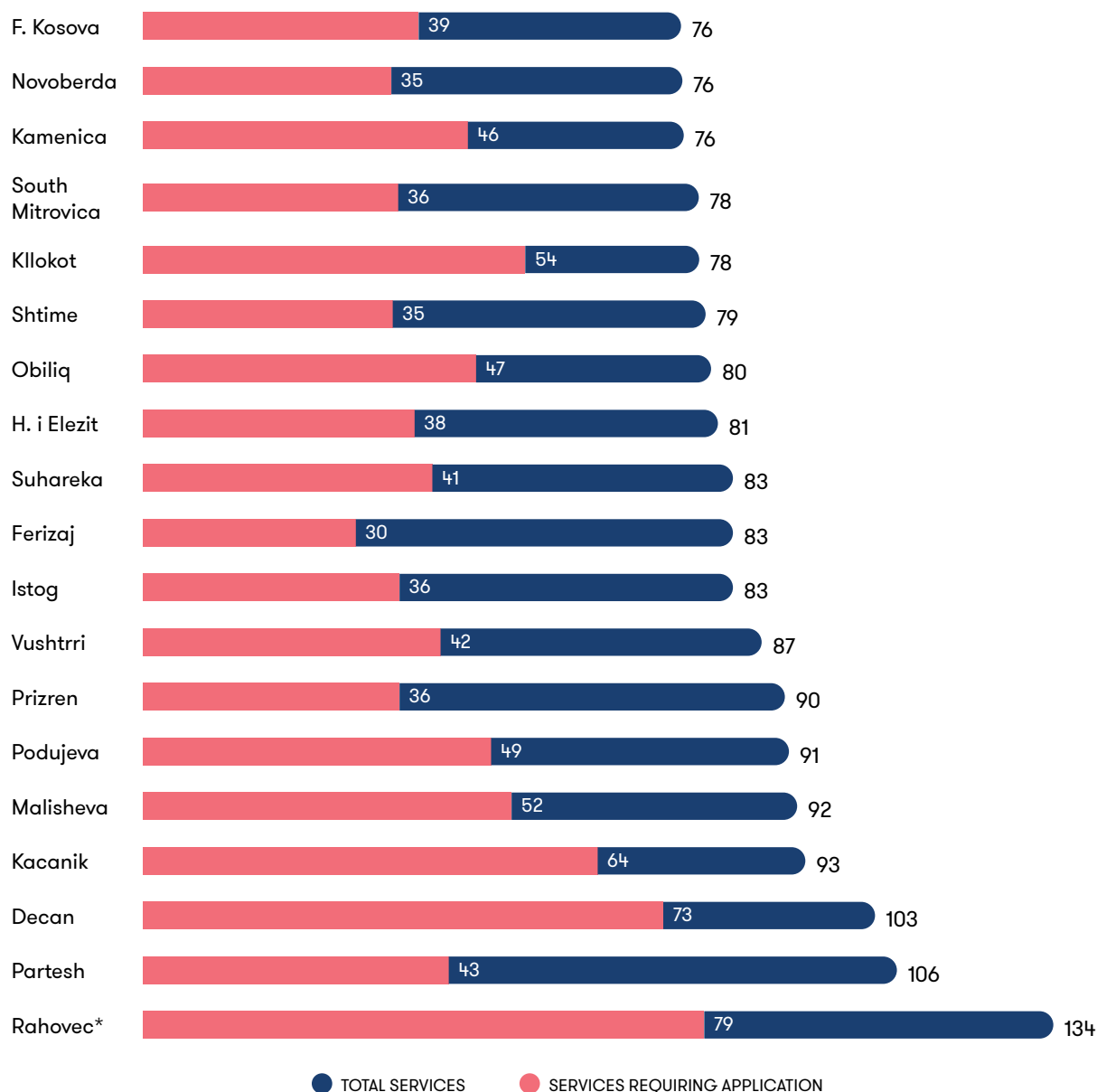
SOURCE: D+, BASED ON E-KOSOVA-LOCAL SERVICES

However, when it comes to the availability of online applications, it is clear that there is significant variability among municipalities. Fushe Kosova is leading in digital accessibility, with 45% (34 out of 76) of services available online. It is followed by Istog, with 43% (36 out of 83) of their services accessible online, and Prizren, with 40% (36 out of 90) of services having applications that can be obtained online.

At the opposite end of the spectrum, several municipalities have very few services with online application options. Decan, despite having 103 total services and 73 requiring an application, only offers 8 online applications, which is about 8%. Similarly, Ferizaj, with 83 total services and 30 requiring an application, provides just 5 online applications, accounting for 6%.

Some municipalities, such as Kacanik, Kllokot, and Partesh, offer no online applications at all, highlighting a significant gap in digital service provision. Rahovec, while having the highest total number of services at 134 and 79 requiring an application, offers 26 online applications, representing 19% of its total services.

These data underscore the need for improved digital services across many municipalities to enhance accessibility and efficiency for citizens. The disparities in online service availability suggest varying levels of investment in digital infrastructure and differing administrative priorities across municipalities.

FIGURE 18: Number of services and services requiring application by municipality

Municipality	Services requiring application	Total services	Total
F. Kosova	34	39	76
Novoberda	6	35	76
Kamenica	2	46	76
South Mitrovica	18	36	78
Kllokot	0	54	78
Shtime	24	35	79
Obiliq	10	47	80
H. i Elezit	9	38	81
Suhareka	13	41	83
Ferizaj	5	30	83
Istog	36	36	83
Vushtrri	12	42	87
Prizren	36	36	90
Podujeva	6	49	91
Malisheva	18	52	92
Kacanik	0	64	93
Decan	8	73	103
Partesh	0	43	106
Rahovec*	26	79	134

● TOTAL SERVICES   ● SERVICES REQUIRING APPLICATION
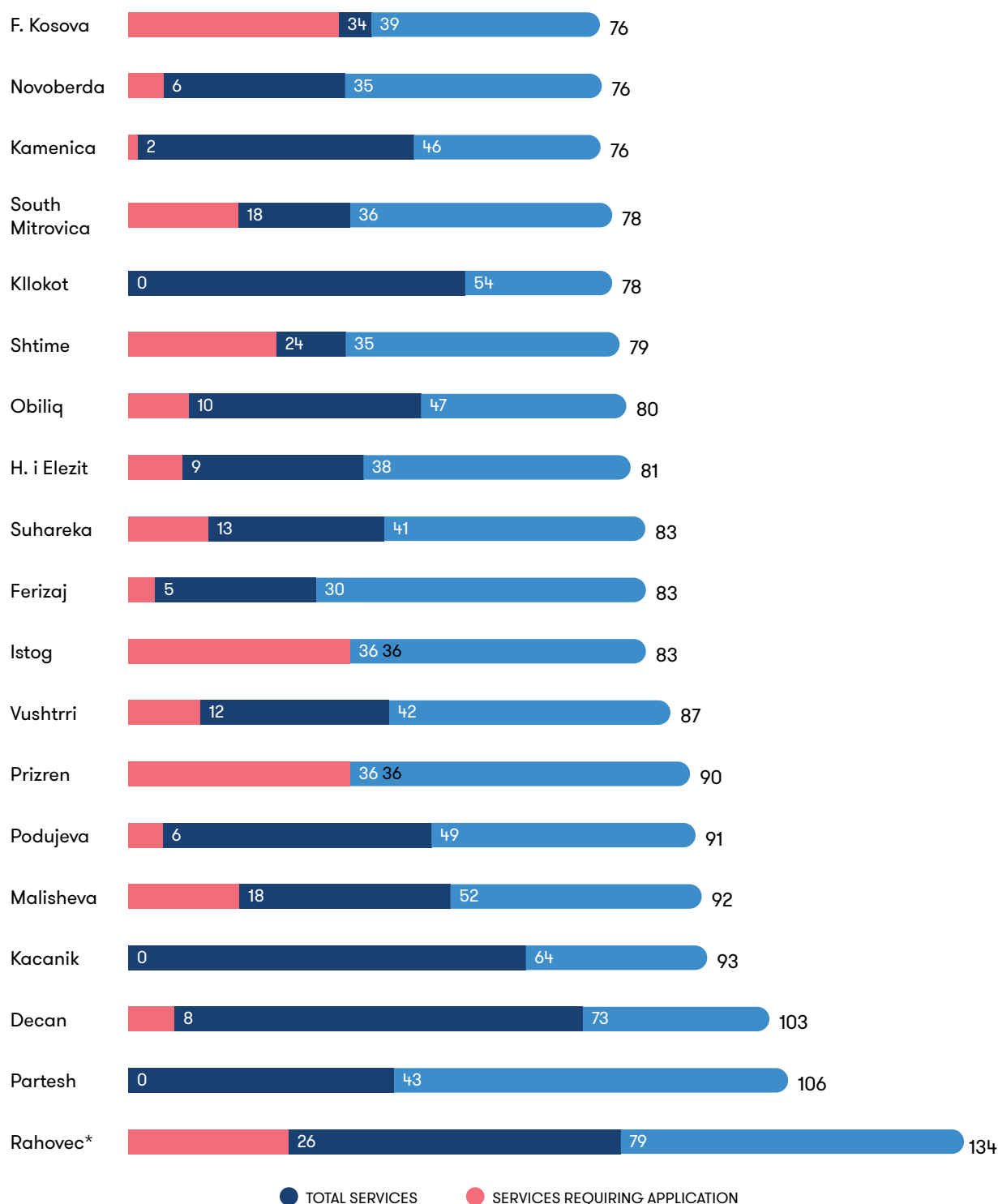
SOURCE: D+, BASED ON E-KOSOVA-LOCAL SERVICES

5.3.1 Service breakdown

When it comes to concrete services, for this report we have focused only on nine services, which will be analyzed in all 20 municipalities that are included in our study. In selecting which services to analyze in more detail, we used several criteria:

a. We excluded local services that can be obtained online through the e-Kosova portal[27] where there is no fee, documents, or application required; and when the request and services are entirely online;

b. We excluded services that we analyzed in our first report published last year about services provided by the Municipality of Ferizaj[28];

c. We included services that involve citizens and businesses, require an application, fees, and documents, and cannot be obtained online through e-Kosova.

The nine services analyzed here in more detail are:

1. Declaration on Joint Household
2. Residence Certificate
3. Citizenship Certificate
4. Marital Status Certificate
5. Property Ownership Certificate
6. Auto-Taxi License
7. Auto-Taxi License Extension
8. Certificate of Release from Citizenship
9. Certificate of Family Reunification

---

27   https://ekosova.rks-gov.net/Service/12

28   Democracy Plus. Towards user-oriented public services in Kosovo. October 2023. Source: https://dplus.org/wp-content/up-loads/2023/10/27-10-23_Policy-Paper-Towards-user-oriented-public-services-in-Kosovo.pdf

Table 7 shows which of the 20 municipalities analyzed in this report require that an application to be filled out across various services. All municipalities on the list request an application to be filled out when citizens and businesses request a Property Ownership Certificate. For other services, the requirement to fill out an application varies significantly. For instance, services like the Declaration on Joint Household, Residence Certificate, Citizenship Certificate, and Marital Status Certificate are generally less likely to require an application, with only a few municipalities such as Decan, Kacanik, Obiliq and Kllokot requiring it. The Auto-taxi License and its extension show mixed requirements, with some municipalities such as Ferizaj, Kacanik, Podujeva and Rahovec requiring an application while others do not.

TABLE 7: Municipalities requiring an application for services

No.	Service	Gracanica	Prizren	Decan	Ferizaj	F. Kosove	H. i Elezit	Istog	Kacanik	Kamenica	Malisheva	Mitrovica S.	Novoberdo	Obiliq	Podujeva	Rahovec	Shtime	Suhareka	Vushtrri	Kllokot	Partesh
		Is filling out an application required?																			
1	Declaration on Joint Household	Yes **	No	Yes	No	No	No	No	Yes	No	No	No	No	Yes	No	No	No	No	No	Yes	No
2	Residence Certificate	Yes **	No	Yes	No	No	No	No	Yes	No	No	No	No	Yes	No	No	No	No	No	Yes	No
3	Citizenship Certificate	No	No	Yes	No	No	No	No	Yes	No	No	No	No	Yes	No	No	No	No	No	Yes	No
4	Marital Status Certificate	No	No	Yes	No	No	No	No	Yes	No	No	No	No	Yes	No	No	No	No	No	Yes	No
5	Property Ownership Certificate	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	⊖	Yes
6	Auto-Taxi License	Yes	No	No	Yes	No	No	No	Yes	No	⊖	No	⊖	No	Yes	Yes	No	No	No	⊖	No
7	Auto-Taxi License Extension	Yes	No	No	Yes	No	No	No	Yes	No	⊖	No	No	No	Yes	Yes	No	No	No	⊖	No
8	Certificate of Release from Citizenship	Yes	No	Yes	Yes	No	No	No	No	Yes	No	No	No	No	Yes	No	⊖	No	Yes	No	No
9	Certificate of Family Reunification	⊖	No	⊖	Yes	No	No	No	No	No	No			No	Yes	No	⊖	No	⊖	No	No

SOURCE: D+, BASED ON E-KOSOVA-LOCAL SERVICES
*Cells marked with ⊖ indicate that no information was provided for these services.

** 1) In case of any data change; 2) In case of residence change.

Table 8 shows, for each of the nine services chosen in this analysis, how many documents are required to obtain the service in each of the municipalities. For the Property Ownership Certificate, most municipalities require three documents, with Vushtrri not providing information. Services like the Declaration on Joint Household, Residence Certificate, Citizenship Certificate, and Marital Status Certificate generally require only an identification card (ID), with only Obiliq requiring additional documents. The Auto-taxi License and its extension require more documents, usually eight and nine respectively, with two exceptions: Rahovec requiring 12 documents, and Suhareka five. The Certificate of Release from Citizenship shows varied requirements, with some municipalities needing three documents, while others need up to six. The Certificate of Family Reunification also shows inconsistencies, with some municipalities not providing information and others requiring three to seven documents.

TABLE 8: Number of documents required to obtain services in each municipality

No.	Service	Gracanica	Prizren	Decan	Ferizaj	F. Kosove	H. i Elezit	Istog	Kacanik	Kamenica	Malisheva	Mitrovica S.	Novoberdo	Obiliq	Podujeva	Rahovec	Shtime	Suhareka	Vushtrri	Kllokot	Partesh
1	Declaration on Joint Household	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	3	ID	ID	ID	ID	ID	ID	ID
2	Residence Certificate	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	2	ID	ID	ID	ID	ID	ID	ID
3	Citizenship Certificate	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	2	ID	ID	ID	ID	ID	ID	ID
4	Marital Status Certificate	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	ID	2	ID	ID	ID	ID	ID	ID	ID
5	Property Ownership Certificate	2	3	3	3	3	3	3	3	2	2	3	3	2	3	3	2	2	3	⊖	3
6	Auto-Taxi License	6	8	8	8	8	8	8	8	8	⊖	4	⊖	9	8	12	⊖	5	8	⊖	8
7	Auto-Taxi License Extension	6	9	9	9	9	9	9	9	9	⊖	9	⊖	9	9	12	9	5	9	⊖	9
8	Certificate of Release from Citizenship	6	3	3	3	3	3	3	3	6	3	3	3	3	3	3	3	4	5	3	3
9	Certificate of Family Reunification	⊖	⊖	⊖	3	3	3	3	3	3	3	7	3	3	3	3	⊖	3		3	3

Source: D+, based on e-Kosova-local services
*Cells marked with (/) indicate that no information was provided for these services.

Table 9 shows, for each of the nine services chosen in this analysis, whether supporting documents can be submitted online in each of the 20 municipalities. With an exception in Obiliq Municipality, where documents for two services can be submitted online, in all other municipalities, users must appear in person and submit documents in physical format. The situation is even worse when it comes to obtaining the services themselves, as none of the services in any of these municipalities can be received online.[29]

TABLE 9: Online submission availability for supporting documents in each municipality

No.	Service	Gracanica	Prizren	Decan	Ferizaj	F.Kosove	H. i Elezit	Istog	Kacanik	Kamenica	Malisheva	Mitrovica S.	Novoberdo	Obiliq	Podujeva	Rahovec	Shtime	Suhareka	Vushtrri	Kllokot	Partesh
1	Declaration on Joint Household	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
2	Residence Certificate	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
3	Citizenship Certificate	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
4	Marital Status Certificate	⊗	⊖	⊖	⊖	⊖	⊖	⊖	⊗	⊗	⊗	⊖	⊖	⊖	⊖	⊖	⊖	⊖	⊖	⊖	⊗
5	Property Ownership Certificate	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊖
6	Auto-Taxi License	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊖	⊗	⊖	⊗	⊗	⊖	⊗	⊗	⊗	⊗	⊖
7	Auto-Taxi License Extension	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊖	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊖
8	Certificate of Release from Citizenship	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
9	Certificate of Family Reunification	⊖	⊗	⊖	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊖	⊗	⊖	⊗	⊗

SOURCE: D+, BASED ON E-KOSOVA-LOCAL SERVICES

*Cells marked with ⊖ indicate that no information was provided for these services; cells market with ⊗ indicate that documents should be submitted in person; and cells marked with ✓ indicate that documents can be submitted online or email.

29 Two municipalities (Kacanik and Rahovec) have declared that two of their services on this list can be obtained online. However, what they consider "online" is the ability to obtain a Residence Certificate and Citizenship Certificate through e-kiosks. The problem with e-kiosks is that they often do not work, and beneficiaries still need to go in person near the administrative building to obtain the document in physical format from these ATM-like machines. For more information on e-kiosks, see this 2019 report published by GAP Institute: "The failure of municipalities to provide administrative services through electronic kiosks". Source: https://www.institutigap.org/documents/2459_e-kiosks.pdf

Table 10 shows the legal deadlines for providing each of the nine services analyzed in this report across the 20 municipalities. According to the Law on General Administrative Procedure, Article 98, an administrative proceeding should be concluded as soon as possible, but no later than within the deadline established by law for that type of proceeding. If no specific deadline is provided, the general deadline is 45 days from the date of its institution.[30]

Most services, such as the Declaration on Joint Household, Residence Certificate, Citizenship Certificate, and Property Ownership Certificate, have a general deadline of 45 days in most municipalities. However,

there are variations, such as Kamenica and Decan, which have shorter deadlines for some services, and Suhareka, which has a 5-minute processing time for certain certificates. This variability highlights the differences in administrative efficiency and procedural requirements across municipalities.

Defaulting to the 45-day deadline determined by the law suggests that municipalities haven't done much to define their deadlines for provision of legal documents at the local level. The case from Suhareka, where the same services can be obtained within 5 minutes, shows that the 45-day deadline is seriously flawed.

TABLE 10: Legal deadlines for providing services in each municipality

| No. | Service | Legal deadline for providing the service (days) | | | | | | | | | | | | | | | | | | | |
		Gracanica	Prizren	Decan	Ferizaj	F. Kosove	H. i Elezit	Istog	Kacanik	Kamenica	Malisheva	Mitrovica S.	Novoberdoo	Obiliq	Podujeva	Rahovec	Shtime	Suhareka	Vushtrri	Kllokot	Partesh
1	Declaration on Joint Household	45	45	1	30	45	45	45	45	30	45	45	45	45	45	45	45	5 min.	45	45	45
2	Residence Certificate	45	45	1	30	45	45	45	45	30	45	45	45	45	45	45	45	5 min.	45	45	45
3	Citizenship Certificate	45	45	1	30	45	45	45	45	30	45	45	45	45	45	45	45	5 min.	45	45	45
4	Marital Status Certificate	45	45	1	30	45	45	45	45	30	45	45	45	45	45	45	45	5 min.	45	/	45
5	Property Ownership Certificate	1	45	45	45	45	45	45	45	1	45	45	45	1	45	45	45	15	45	/	45
6	Auto-Taxi License	30	45	30	30	45	45	45	45	45	/	45	/	45	30	30	/	30	45	/	45
7	Auto-Taxi License Extension	15	45	30	30	45	45	45	45	45	/	45	45	45	30	30	45	30	45	/	45
8	Certificate of Release from Citizenship	45	15	45	45	45	45	45	45	30	45	45	45	45	30	45	45	30	45	45	45
9	Certificate of Family Reunification	/	15	/	45	45	45	45	45	30	45	45	45	45	30	45	/	21	45	45	45

SOURCE: D+, BASED ON E-KOSOVA-LOCAL SERVICES
*Cells marked with orange show very long response times, yellow indicates that no information was provided for these services, lighter green means that municipalities have shortened the deadline with their internal legal documents, and darker green shows a short deadline.

30 Official Gazette. Law on General Administrative Procedure, Article 98. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=12559

Table 11 details the fees required for each of the nine services analyzed in this report across the 20 municipalities. Payments of up to 10 Euro can be paid in cash at the municipality cashier, while larger payments must be made through banks or other financial institutions, which incurs extra costs, requires waiting in line, and necessitates going out of the building and returning with proof of payment.

For the Property Ownership Certificate, nearly all municipalities apply the same cost: 4 Euros for citizens and 20 Euros for businesses. In the case of taxi services, Mitrovica South has a very low fee to issue a license, which is valid for 5 years. The table highlights the variation in service fees, with some municipalities charging higher or lower amounts based on their internal regulations and specific service requirements.

TABLE 11: Fees required for services in each municipality

Fee required for the service (Euro)

No.	Service	Gracanica	Prizren	Decan	Ferizaj	F. Kosove	H. i Elezit	Istog	Kacanik	Kamenica	Malisheva	Mitrovica S.	Novoberdo	Obiliq	Podujeva	Rahovec	Shtime	Suhareka	Vushtrri	Kllokot	Partesh
1	Declaration on Joint Household	1	1	1	1	1	2	2	2	2	2	1	1	2	2	2	1	1	1	1	2
2	Residence Certificate	1	1	1	2	1	2	1	1	2	1	1	1	1	1	2	1	1	1	1	2
3	Citizenship Certificate	2	1	1	1	1	2	2	1	3	2	1	1	2	1	2	1	2	1	1	2
4	Marital Status Certificate	2	1	3	3	3	1	3	1	3	2	1	1	3	1	3	1	5	1	2.5	2
5	Property Ownership Certificate	4	4, 20	4, 20	/	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20	4, 20
6	Auto-Taxi License	/	60	50	20-50	50	25	60	5	10	/	15	/	20	25	35	/	25	5	/	60
7	Auto-Taxi License Extension	30, 50, 300	20	5	1	5	25	50	5	10	/	0	/	20	10	30	20	25	60	/	50
8	Certificate of Release from Citizenship	/	20	/	50	60	/	10	5	5	/	/	/	/	5	20	3	5	20	/	/
9	Certificate of Family Reunification	/	20	/	5	20	/	/	5	2	/	/	/	/	5	5	/	5	/	/	/

SOURCE: D+, BASED ON E-KOSOVA-LOCAL SERVICES

*Cells marked with light green show that payments can be made at the institution; cells in orange indicate that payments should be made through a financial institution; yellow means no information was provided for these services.

5.3.2 Service delivery in Gracanica Municipality

To delve further into the details of local services, we have taken Gracanica Municipality as an example, looking at the chosen nine services analyzed in this report. Gracanica Municipality does not publish a list of all services it offers, as required by the Information and Privacy Agency, a requirement that some municipalities have complied with.[31] Such a list wasn't provided even after sending a request to access public information.

However, Gracanica Municipality did provide information about the nine services we chose to analyze in this report. The table below details the services, including what users need to bring, the fees they must pay, and the wait times to receive the service.

TABLE 12: Services offered by Gracanica Municipality

No.	Service	Documents to be submitted	Documents are submitted:	Service is received	Response time (days)	Fee (euro)
1	Declaration on Joint Household	Copy of an ID	In-Person	In-Person	45	1
2	Residence Certificate	ID (proof of new residence in case of changes)	In-Person	In-Person	45	1
3	Citizenship Certificate	ID	In-Person	In-Person	45	2
4	Marital Status Certificate	ID	In-Person	In-Person	45	2
5	Property Ownership Certificate	ID (and business certificate for legal persons)	In-Person	In-Person	1	4
6	Auto-Taxi License		In-Person	In-Person		
7	Auto-Taxi License Extension	1. Identity card 2. Certificate of registered business 3. Taxi License 4. Driver's license 5. Car permit 6. Taximeter	In-Person	In-Person	15	50 euros for 6 months for individuals, 300 euros for business; 30 euros per vehicle for legal entities
8	Certificate of Release from Citizenship	N/A	In-Person	In-Person	45	N/A
9	Certificate of Family Reunification	N/A	N/A	N/A	N/A	N/A

SOURCE: D+, BASED ON INFORMATION RECEIVED FROM GRACANICA MUNICIPALITY

---

31 As an example see the list published by Gjilan Municipality: https://kk.rks-gov.net/gjilan/sherbimet/lista-e-hollesishme-e-sherbimeve-qe-ofron-komuna/

As seen from the table above, none of these nine services is offered online in any form. There is a requirement to pay for all services for which information is available. Transparency is lacking, and users do not have a way to know beforehand what is needed to receive the service or how to provide feedback.

Based on our methodology for evaluating the services, the table below provides an assessment of selected services for the Gracanica Municipality.

TABLE 13: Gracanica Municipality services current state of play in implementation of principles and instruments on service design and delivery

Service	Research mechanisms	Feedback mechanisms	User satisfaction tracking	Co-design	Once only	Gratuity	Timely delivery	Accessibility	Service quality standards	User information	User support	Multi-channel delivery	Digitalization status	Monitoring and evaluation
1 Declaration on Joint Household	Early	Early	Early	Early	Good	Early	Early	Some	Early	Early	Some	Early	Early	Early
2 Residence Certificate	Early	Early	Early	Early	Good	Early	Early	Some	Early	Early	Some	Early	Early	Early
3 Citizenship Certificate	Early	Early	Early	Early	Good	Early	Early	Some	Early	Early	Early	Early	Early	Early
4 Marital Status Certificate	Early	Early	Early	Early	Good	Early	Early	Some	Early	Early	Some	Early	Early	Early
5 Property Ownership Certificate	Early	Early	Early	Early	Early	Early	Good	Some	Early	Early	Some	Early	Early	Early
6 Auto-Taxi License	Early	Early	Early	Early	Early	Early	Good	Some	Early	Early	Some	Early	Early	Early
7 Auto-Taxi License Extension	Early	Early	Early	Early	Early	Early	Early	Some	Early	Early	Some	Early	Early	Early
8 Certificate of Release from Citizenship	Early	Early	Early	Early	Early	Early	Early	Some	Early	Early	Early	Early	Early	Early
9 Certificate of Family Reunification	Early	Early	Early	Early	Early	Early	Early	Some	Early	Early	Some	Early	Early	Early

● EARLY STAGE ● SOME PROGRESS ● GOOD PROGRESS

6. Conclusions

This report articulates the findings of a comprehensive evaluation of public services across multiple levels of government in Kosovo, with a specific focus on the Ministry of Finance, Labor, and Transfers (MFLT); the Independent Media Commission (IMC); and Gracanica Municipality. The findings highlight several critical areas that require improvement to enhance the overall efficiency and user-orientation of public service delivery.

- The MFLT provides a range of essential services, particularly in social welfare and labor regulation. However, the analysis reveals significant areas for improvement. None of the applications for key services, such as basic and contributory pensions, certification of occupational safety and health experts, and licensing of training centers, are available online. This lack of digital accessibility forces applicants to submit documents in person, creating unnecessary burdens, especially for elderly pensioners and those in poor health. Additionally, the requirement for frequent in-person reapplication for pensions is particularly troublesome.

  The principle of 'once-only,' where institutions should not burden applicants with documents that can be obtained from other state agencies, is not being implemented effectively. For example, applicants for basic pensions are required to provide a certificate of residence, a document that could be sourced internally. Response times for services are uniformly set at 45 days, reflecting a reliance on default legal deadlines rather than optimized service delivery standards. Furthermore, there are no established mechanisms to understand user needs, track satisfaction, or gather feedback, which are essential for continuous improvement.

- The IMC plays a crucial role in regulating Kosovo's media landscape, issuing licenses, managing the broadcasting frequency spectrum, and ensuring compliance with legal standards. Despite its importance, the IMC's service delivery also faces significant challenges. The application process for various licenses is difficult because it requires many documents to be submitted in person, and none of the forms are available online.

  The IMC's reliance on physical document submission and in-person processing reflects a broader issue of insufficient digital infrastructure. Recently, the IMC has taken steps towards digitalization by engaging a private company to build a digital platform, which is a positive development. However, the implementation of this platform and its effectiveness in improving service accessibility remains to be seen.

- At the municipal level, Gracanica exemplifies the broader challenges faced by local governments in Kosovo. None of the nine services analyzed are offered online, requiring citizens to navigate complex, vague procedures without adequate guidance. There is a general lack of transparency, as users do not have access to comprehensive information about the required documents, fees, or procedures beforehand.

  All analyzed services require in-person visits, which can be particularly burdensome for residents. The absence of digital service options and feedback mechanisms further exacerbates user dissatisfaction.

7. Policy Recommendations

Based on the findings of this report, Democracy Plus recommends:

All Institutions:

- Create and maintain an up-to-date online directory of all available services, including detailed instructions on required documents, fees, and processing times. This will improve transparency and help users understand what is needed before visiting the offices.

- Publish clear guidelines and requirements for all services on official websites and the e-Kosova portal, ensuring that users have access to all necessary information before starting the application process.

- Integrate online payment systems into the digital platforms, allowing users to pay for services via bank transfers, credit cards, or other electronic payment methods. This will simplify the payment process and reduce reliance on in-person transactions at banks or other financial institutions.

- Establish robust feedback mechanisms, such as online surveys, feedback forms, and customer service hotlines. This will allow users to provide feedback on their service experiences and help institutions identify areas for improvement.

- Implement specific Key Performance Indicators (KPIs) to monitor and evaluate the efficiency and effectiveness of service delivery. Regularly publish performance reports to maintain accountability and transparency.

- Invest in training programs for staff to enhance their digital literacy and customer service skills. This will ensure that employees are well-equipped to manage digital platforms and provide high-quality service to users.

- Ensure that digital services are accessible to all users, including those with disabilities. This can be achieved by incorporating features like screen readers, magnifiers, and voice commands into digital platforms.

Ministry of Finance, Labor, and Transfers (MFLT):

- Eliminate the requirement for elderly citizens to appear in person every six months to renew their pensions. Instead, implement a system where necessary documents can be submitted electronically, with identity verification done through digital means or periodic home visits by officials for those unable to travel.

- Ensure that information already provided to one government agency is not requested again by another. For example, applicants for basic pensions should not be required to provide a certificate of residence if this information can be obtained internally.

Independent Media Commission (IMC):

- Streamline the application process for licenses by reducing the number of required documents and implementing the 'once-only' principle. This will minimize the administrative burden on applicants.

- Expedite the development and implementation of a digital platform that allows for online applications and document submissions. This platform should also facilitate online payment and provide clear, accessible information on service requirements. The platform should be linked with the e-Kosova portal as well.

Gracanica Municipality:

- Prioritize the digitalization of municipal services to allow for online applications, submissions, and service delivery. This will make it easier for residents to access services without needing to visit municipal offices in person.

- Ensure that comprehensive information about municipal services, including required documents, fees, and processing times, is readily available online. This will help residents understand what they need to do before accessing services.

8. Sources

1. Assembly of Kosovo. The List of independent agencies and institutions. Source: https://kuvendikosoves.org/shq/per-publikun/agjensionet-e-pavarura/lista-e-agjensioneve-te-pavarura/#
2. Constitution of the Republic of Kosovo. Article 141. Source: https://www.kpm-ks.org/assets/cms/uploads/files/Legjislacioni/1362558264.286.pdf
3. Democracy Plus. Towards user-oriented public services in Kosovo. October 2023. Source: https://dplus.org/wp-content/uploads/2023/10/27-10-23_Policy-Paper-Towards-user-oriented-public-services-in-Kosovo.pdf
4. GAP Institute. The failure of municipalities to provide administrative services through electronic kiosks. 2019. Source: https://www.institutigap.org/documents/2459_e-kiosks.pdf
5. IMC. Form of application for audiovisual media providers.
6. IMC. Regulation on annual license fees. Source: https://www.kpm-ks.org/assets/cms/uploads/files/Legjislacioni/1514284192.1705.pdf
7. IMC. Regulation on audio and audiovisual media service providers. Source: https://www.kpm-ks.org/assets/cms/uploads/files/Rregullore%20p%C3%ABr%20Ofruesit%20e%20Sh%C3%ABrbimeve%20Mediale%20Audio%20dhe%20Audiovizuele%20KPM%202021-01.pdf
8. Interview with Jeton Mehmeti-Chairman of IMC Board of Directors. 29 April 2024. Prishtina.
9. Interview with Nuredin Islami-Head of Licensing Department at IMC. 23 May 2024. Prishtina.
10. Interview with Edita Bajrami from MFLT. 23 May 2024. Prishtina
11. Interview with Leutrim Ajeti- vice mayor of Gracanica Municipality. 20 May 2024. Gracanica.
12. MIA. e-Government Strategy Kosovo 2023-2027. Source: https://mpb.rks-gov.net/Uploads/Documents/Pdf/EN/2700/e-Government%20Strategy%20Kosovo%202023-2027.pdf
13. Official Gazette. Law No. 04/L-044 on the Independent Media Commission. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=2809
14. Official Gazette. Law on Cyber Security. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=70933
15. Official Gazette. Law on Data Protection. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=18616
16. Official Gazette. Law on Electronic Identification and Trust Services in Electronic Communication. Source: https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=51618
17. Official Gazette. Law on General Administrative Procedure, Article 98. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=12559
18. Official Gazette. Law on General Administrative Procedure. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=12559
19. Official Gazette. Law on License and Permit System. Source: https://gzk.rks-gov.net/ActDetail.aspx?ActID=8967
20. Office of the Prime Minister. Administrative Burden Prevention and Reduction Programme. Source: https://kryeministri.rks-gov.net/wp-content/uploads/2022/09/ZPS-shtator2022-PPZBA-2022-2027-dhe-PV-2022-2024-Shtojca-1-6-FINAL-ENG.pdf
21. Office of the Prime Minister. NDS/NDP. Source: https://kryeministri.rks-gov.net/blog/strategjia-dhe-plani-kombetar-per-zhvillim-2030/
22. Office of the Prime Minister. Public Administration Reform Strategy. Source: https://kryeministri.rks-gov.net/blog/strategjia-e-reformes-se-administrates-publike-2022-2027/