

Action Plan for Public Administration Reform in Kosovo

Action Plan for Public Administration Reform in Kosovo

1. Purpose and description of the document:

The Ministry of Public Services, based on the work of the Group of Experts for Public Administration Reform – GERAP, consisting of government officials and civil society, along with the Public Administration Reform Strategy, presents the Action Plan for Public Administration Reform over a 5-year period (starting from 2007).

The detailed Action Plan for Public Administration Reform lays out the actions that need to be implemented in order to achieve the eight strategic objectives. The Action Plan also identifies the leading institutions, the budget requirements and the timeline for the implementation of every action.

The identification of these actions were realized in cooperation between the GERAP representatives and the public administration. With approval of the decision to implement the reform, the Kosovo Government takes over all engagements and responsibilities for the implementation of the Plan. Civil employees in all levels and other staff during the Reform process, through their contribution in identifying the concrete actions during the development of the Action Plan, at the same time pledge to join and implement the process.

2. How was the Public Administration Reform Action Plan developed

The action plan is based on the strategic objectives and success indicators to achieve them that are defined by the the Public Administration Reform Strategy. The plan treats eight areas of reform: Human Resources, Institutional Structure, Communication with Citizens, Public Administration Management, E-Government, Public Administration Financing, Anti-Corruption, and Policies and Legislation.

The work to identify the actions/concrete tasks, timelines, implementing institutions and other elements of the plan was done in consultation with all the institutions that were seen as responsible for implementing this reform. Civil society was represented in the process through experts who were part of GERAP and through special consultative meetings were held with relevant institutions for every area.

Action Plan for Public Administration Reform in Kosovo

3. Mechanisms for coordinating, monitoring and implementing the implementation of the Public Administration Reform Action Plan

As described in detail in the Public Administration Reform Strategy, two levels or main processes will handle the implementation of the Public Administration Reform Action Plan:

1. The inter-institutional working group and
2. The central coordinating mechanism, which reports on the implementation of the Public Administration Reform Action Plan

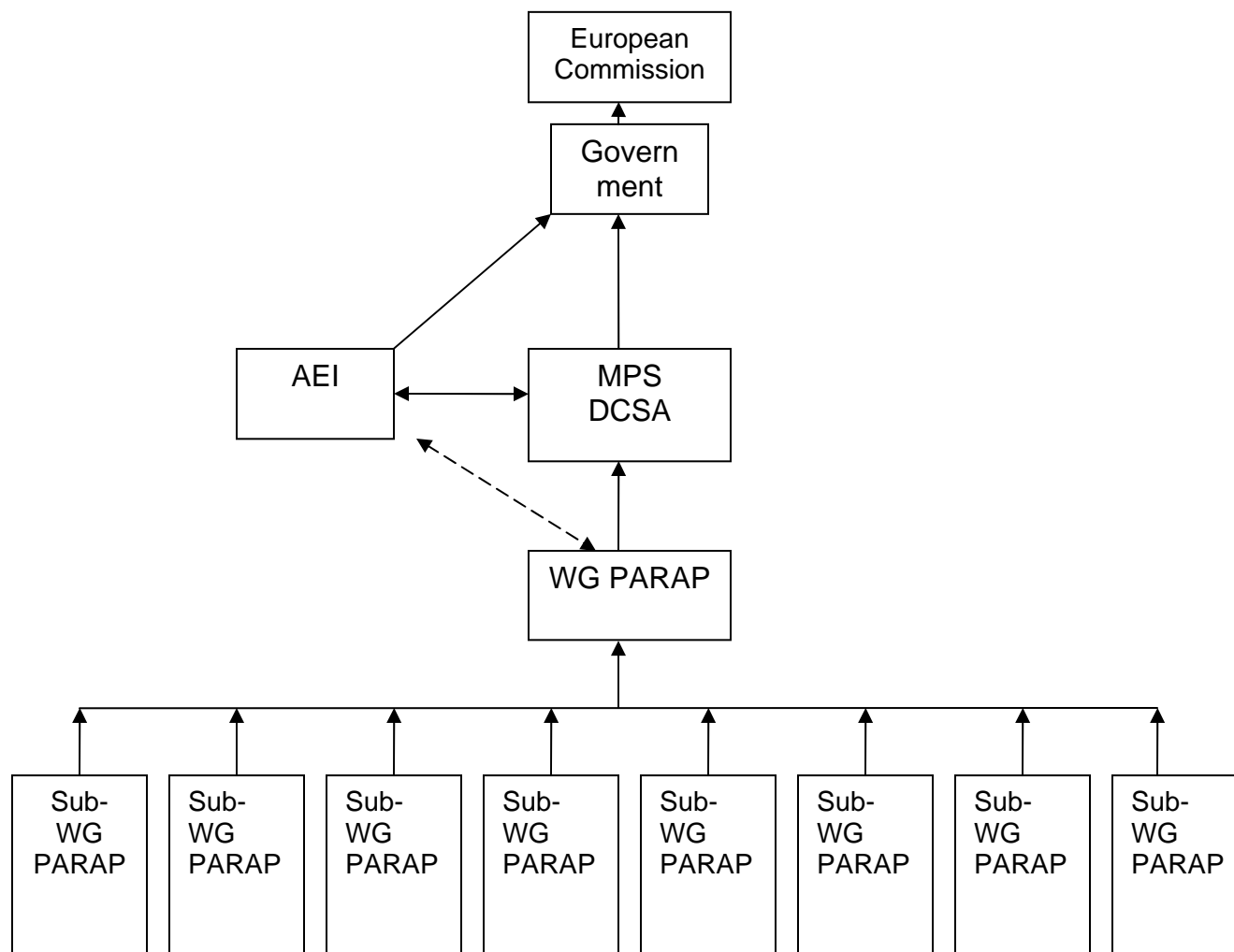
To ensure the internal functioning for the requirements of the working group for Public Administration Reform, sub-working groups will be established according to the areas of the Action Plan

The sub-working groups on:

1. Human Resources;
2. Institutional Structure;
3. Communication with the Citizens;
4. Public Administration Management;
5. e-Government;
6. Public Administration Financing;
7. Anti-Corruption; and
8. Policies and Legislation.

The Department for Civil Service Administration (DCSA) will be responsible for convening and organizing the meetings of the working group (planning the agenda of meetings, preparing all the necessary materials, chairing the meetings, preparing minutes) based on the inputs provided by those institutions that implement the Public Administration Reform Action Plan, preparing reports, and reporting about the progress to the Government and the Agency for European Integration.

Action Plan for Public Administration Reform in Kosovo



Form of reporting the implementation of the Public Administration Reform Action Plan (PAR is one of the priorities of European Partnership Action Plan)

Action Plan for Public Administration Reform in Kosovo

1. Strategic Objectives:	<p><i>Here there are presented the objectives that need to be achieved by implementation of this strategy and action plan. The strategic objectives for each of the eight areas identified by GERAP are included in the beginning of each area of the Action Plan.</i></p> <p><i>The objectives are included in each of eight areas of reform: Human Resources, Institutional Structure, Communication with Citizens, Public Administration Management, e-Government; Financing of Public Administration, Anti-Corruption, and Policies and Legislation</i></p>
---------------------------------	---

2. Success Indicators	<p><i>Refers to the concrete success indicators that need to be achieved within a certain timeline in areas designated by the Public Administration in Kosovo. The success indicators are related to the activities and actions that are presented on the table.</i></p>
------------------------------	--

3. The Action Plan	<p><i>Provides the concrete the actions, timelines and the institutions for reforms in Public Administration. Also within the action plan there are provided other comments for references to the official documents and other relevant comments.</i></p>
---------------------------	---

Activities	Actions	Timelines	Institutions in charge	Budget Source	Comments
<i>Provides the general activities on the achievement of the relevant objectives provided in the beginning of each area.</i>	<i>A concrete action that concretizes and unfolds the relevant activities</i>	<i>Timeline envisaged when the action have to be implemented</i>	<i>The institution in charge of implementing a certain action</i>	<i>The budget source for financing the identified action and the assessment on the costs for actions that have budgetary implications</i>	<i>Any eventual comment on actions</i>

Explanations for the Public Administration Reform Action Plan

Action Plan for Public Administration Reform in Kosovo

1. Human Resources

Strategic objective 1: A depoliticized and professional Public Administration developed on the basis of the best European policies and practices in human resources management.

Success Indicators:

- 1.1. Respect for the right to employment and career development in Civil Service based on the system of merits
- 1.2. Respect for diversity in employment and the provision of specific conditions for people with special needs
- 1.3. All incidents of discrimination and harassment of civil servants at work are investigated and legal means are provided for effective protection.
- 1.4. Independent Supervisory Council functions in accordance with the Law
- 1.5. Reduction of unresolved complaints at the Independent Supervisory Council and the resolution of submitted cases
- 1.6. Organizational units for human resources management with adequate staff in all PA institutions
- 1.7. Establishment and functioning of a network of human resources officers
- 1.8. Increasing number of training hours for human resources officer
- 1.9. A unitary system of positions and salaries – a basis for same job responsibilities
- 1.10. Performance evaluation system is functioning
- 1.11. By end of 2008, 90% of evaluation reports are filled in accordance with respective guidelines
- 1.12. By 2010, Information Management System in Civil Service is functioning
- 1.13. Strategy for training of staff of SC is approved by mid 2007

In order to avoid the deficiencies that were identified in the analysis of the state of public administration in Kosovo in the area of human resources there have been planned a number of political, legislative and institutional measures for the short-term and mid-term period for achieving certain results.

Following are the priority actions in this area:

1. The development and approval of the basic legislation in the area of public administration such as: the development and approval of the draft law on Civil Service, draft law on the Public Administration, draft law on other employees in public administration, the draft law on salaries in civil service and sub-law acts for the implementation of these draft laws.
2. The development of the system of posts and salaries.
3. The development of the strategy for training staff in public administration.

Other actions that need to be carried out in the short-term and mid-term period in the area of human resources are:

As far as the infrastructure is concerned to build a unitary system of posts and salaries for the same job responsibilities throughout public administration, it is necessary to take measures for creating an interactive software system for administrating salaries in public administration. This software would serve the information management system in civil service.

Action Plan for Public Administration Reform in Kosovo

Other institutional measures include: the establishment of a separate body to monitor the implementation of the Law on Civil Service, the Transformation of the Kosovo Independent Oversight Board (IOB) into a body that is elected by the Assembly, the establishment of a central unit for development and implementation of human resources policies, the establishment and development of the Unit for Impact Assessment of trainings in IKAP, etc.

Measures that need to be taken in other areas include: the development and implementation of training programs, the development of specific standards for the scope of the human resources unit, the activation of the webpage of human resources officers through the Government's webpage, the definition of working plans of budget institutions, the delegation of individual objectives for all civil employees and other actions.

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/estimation of the budget cost	Comments
1.1. Development of legislation and guidelines that ensure an effective management of human resources in PA	1. Development of Draft law on Civil Service	June 2007	MPS, all legal offices, directors of departments of administration and managers of budget agencies personnel	KCB (7.910 EUR)	
	2. Drafting of the Law on the Public Administration	December 2007	MPS, Government	KCB (7.910 EUR)	
	3. Development of draft law for other employees in public administration	2008	MPS, all legal offices, directors of departments of administration and managers of budget agencies personnel	KCB (7.910 EUR)	
	4. Public hearing on draft law for civil service and on draft law on the Public Administration	September 2007	MPS	KCB (4.000 EUR)	
	5. Public hearing on draft law for other employees in public administration	2008	Government	KCB (2.000 EUR)	
	6. Approval of both laws	2007-2008	Government and Assembly		Budget implications are expected in the implementation of these draft laws

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/estimation of the budget cost	Comments
	7. Development and approval of legal acts for the implementation of these laws	2008-2009	MPS, all legal offices, directors of departments of administration and managers of budget agencies personnel	KCB (15.820 EUR)	
1.2. Strengthening of Kosovo Independent Supervisory Council (KPMK)	1. Transformation of KPMK into a body elected by the Assembly	June 2007	KPMK, LO-MPS, Assembly	KCB	
1.3. Standardization and strengthening of organizational units for human resources management	1. Establishment of a central unit for the development and implementation of human resources policies	June 2007	MPS/DASHC	KCB	
	2. Development of specific standards from the scope of human resources units	2008	Central unit for development and implementation of human resources policies	donors (18.520 EUR)	
	3. Formalize the meetings of Forum on human resources managers	2007	MPS	KCB	
	4. Recommendations of the forum of managers are regularly communicated to the central unit for monitoring of implementation	Ongoing	Central unit, Forum	KCB	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/estimation of the budget cost	Comments
	5. Activation of the web-page of human resources officers through the Government portal	2007	MPS/ DTI	KCB	
1.4. Establishment of the ranks and payment system for civil employees at the central and municipal level	1. Analzsis of the current situation in the payment system in the civil service	June 2007	MPS, MEF	Donors	
	2. Development of draft law for salaries in civil service	November 2007	MPS/MEF	KCB(15.820 EUR)	
	3. Public hearing on the draft law for salaries in civil service	September 2007	MPS/ MEF	KCB (15.000 EUR)	
	4. Approval of the draft law for salaries in civil service	End of 2007	Government, Assembly	No budget implications	
	5. Development and approval of legal acts of this law	June 2008	MPS,	KCB	
	6. Creation of interactive software system for administration of salaries in public administration	2008	MPS	KCB (300.000 EUR)	
	7. Creation of information management system in civil service.	2008	MPS	KCB (600.000 EUR)	May be integrated in the salaries software from point 1.4.6
1.5. Establishment of a uniform system for the	1. Development of forms and guidelines needed for implementation and evaluation of the performance of civil servants.	December 2007	MPS	KCB (7.455 EUR)	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/estimation of the budget cost	Comments
evaluation of the individual objective-based performance	2. Definition of individual work tasks in function of the achievement of objectives	At the end of each year	All institutions	KCB	
	3. Launch of pilot project for performance of evaluation of employers by employees	December 2007	MPS,	KCB (4.500 EUR)	
1.6. Development of strategy for training of Civil Service staff	1. Development of framework for coordinating the trainings by institutions through IKAP	2007	MPS, IKAP	KCB,	
	2. Creation of database for trainings offered to all budget institutions	June 2007	MPS, IKAP and the institutions		
	3. Continuous analysis of training needs	2007-2012 (Ongoing)	DASHC/KIPA	KCB (2.300 EUR) donors (12.600 EUR)	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/estimation of the budget cost	Comments
	4. Development of strategy for achieving training objectives (review of training strategy of IKAP), development and implementation of training programs: <ul style="list-style-type: none"> • Necessary • Standard • Special 	2008	DASHC	Donatorë (111.641 EUR)	Identification of training objectives (that derive from the Kosovo Civil Service Development Strategy - DASHC)
	5. Establishment and development of impact assessment unit (Impact assessment) of trainings	January 2008	MPS/DCSA	KCB (55.800 EUR) Donors (64.300 EUR)	

Action Plan for Public Administration Reform in Kosovo

2. Institutional structures

Strategic objective 2: Effective horizontal and vertical structure and organization of PA institutions in line with their competencies

Success Indicators:

- 2.1. By end of 2008, begins the restructuring of institutions in line with the analysis recommendations
- 2.2. There are organograms for all PA institutions

In order to achieve these results, the strategy implementation plan foresees the updating of organograms of all budget institutions before the functional review of all institutions by donor-supported experts. This will trigger a series of measures that will enable the implementation of recommendations from the overall functional review of institutions. Functional review of institutions in the short term will be done in the central level and afterwards in the local level.

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/ estimation of the budget cost	Comments
2.1. Systematic horizontal and vertical review of organizational structures of institutions (Functional Review)	1. Update of organograms of budget institutions that reflect the current situation	Immediately	All budget institutions	No costs	
	2. functional review of institutions in central level	December 2008	MPS, Government	Donors (DFID 1.300.000 EUR)	
	3. functional review of institutions in local level	2009	Government	Donors (1.600.000 EUR)	
	4. Creation of Supervisory Board for implementing the agreement for the functional review of institutions	Mid 2007	MPS, Government	No financial cost	
2.2. Implementation of recommendations for the functional review of institutions (Functional Review)	1. Establishment of inter-ministerial group for monitoring of implementation of recommendations from the Functional Review of institutions that reports to the Government	2008	Government	No financial cost	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/ estimation of the budget cost	Comments
	2. Development and approval of legal acts for implementing the recommendations from the functional review of institutions	2008-2009	Government	No financial cost	

Action Plan for Public Administration Reform in Kosovo

3. Management in Public Administration

Strategic objective 3: Qualitative, transparent, effective and responsible management in designation and implementation of objectives

Success Indicators:

- 3.1. Regulation of status of senior staff with Civil Service Law
- 3.2. Better planning and achievement of designated objectives
- 3.3. Establishment of effective control system
- 3.4. Constant improvement of organizational and individual performance
- 3.5. Motivated staff

With the aim of reaching a qualitative, transparent, effective and responsible management, that would avoid the deficiencies identified in the analysis of the current state, following are the priority actions for the short-term and mid-term period:

The establishment and development of the structure of senior staff in civil service through a series of actions such as: the definition of the category of senior staff in civil service that would be done by an ad hoc body.

Taking into account the deficiencies in the functioning of SPAC, it is foreseen that by the end of 2007 the new definition of the status of this institution would be made as well as the development of legal and sub-legal acts to determine the procedures for election, assessment and further status of senior civil servants. Continuous general and specific training programmes programs have to be designed for the senior civil servants as well as drafting of the legislation and procedures and defining of the management instruments.

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/estimation of budget costs	Comments
3.1. Establishment and development of structure of Civil Service senior staff	1. Clear definition of the category of Civil Service senior staff	December 2007	MPS, Government	KCB 3.995 EUR) Donors (83.220 EUR)	
	2. Establishment of a professional <i>ad hoc</i> group for developing the proposal for the designation of the key competencies for Civil Service senior staff	March 2008	Government, MPS	Donors	
	3. Development of proposal for the designation of key competencies for Civil Service senior staff	First quarter of 2008	DASHC and a professional <i>ad hoc</i> body	Donors	
	4. Clear definition of new status of SPAC	December 2007	Government	KCB (11.865 EUR)	
	5. Development of legal acts for designating the procedures for selection, assessment and further definition of status of senior civil servants	May 2008	MPS, Government	KCB (38.000 EUR)	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/estimation of budget costs	Comments
3.2. Professional development of Civil Service senior staff according to an advanced training program	1. Development of program for training and assessing the key competencies of senior staff members	Early 2008 - 2009	KIPA	KCB 112.200 EUR) donor (380.628 EUR)	
	2. Drafting of an advanced program (outside the key competencies) for senior staff members.	Early 2008 - 2012 (ongoing)	KIPA	KCB (32.550 EUR) donor (136.028 EUR)	
3.3. Creation of a supportive environment for qualitative management in Public Administration	1. Development of legislation and respective procedures, and definition of management instruments	According to the legislation proposed by this action plan	MPS	KCB	

Action Plan for Public Administration Reform in Kosovo

4. Communication with citizens

Strategic objective 4: Effective and mutual communication with citizens, as part of the process for policy development and service provision

Success Indicators:

- 4.1. Citizens are informed about the services provided by the Public Administration
- 4.2. Increased participation of citizens in public policy development
- 4.3. Growing efficiency of Public Administration in addressing the needs of citizens

A series of political, legislative and institutional measures are proposed in order to reach the strategic objective that would improve the administration's communication with the citizens.

A priority action is the development of the Strategy for Communicating with the Public, which should focus on ensuring the implementation of the Law for access to official documents, as one of the activities that will precede the development of legal acts in the area of public administration (which is foreseen to be implemented during 2007). There are also plans to appoint at least one communications officer for every budget unit (but not necessarily an information officer). These officials would undergo specific and general training programs in the field of public relations. These trainings need to be complemented by the designing and updating of webpages of all budget institutions.

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source	Comments
4.1. Professionalism of services in communication with public	1. Setting of a contact point for communication with the public in every budget institution	June 2007	All budget institutions	KCB (34.040 EUR)	This doesn't imply that everyone will have an information office
	2. Development of program for training of civil servants for public relations in this area that needs to be part of the Trainings Strategy	September 2007	DASHC, IKAP	Donors (6.440 EUR)	Training of trainers in public relations
	3. Institutions maintain and update their webpages	Immediately and ongoing	All budget institutions	KCB	
4.2. Public administration institutions develop strategies and draft laws for communication with the public.	1. Development of a public communication strategy	2008	OPM, Government	Donors (77.141 EUR)	
	2. Development of legal basis for communication with citizens.	2008	OPM, Government	KCB	According to the strategy as in the previous action

Action Plan for Public Administration Reform in Kosovo

5. e-Government

Strategic objective 5: E-government in the function of advancing the process of work in PA and providing effective services for citizens and businesses

Success Indicators:

- 5.1. Full legal infrastructure for e-Government.
- 5.2. 50% of citizens and 80% of business have internet access until 2012
- 5.3. Basic services for citizens and businesses are “online” until 2012
- 5.4. 30% of citizens and 60% of businesses use “online” services until 2012
- 5.5. Government portal will be fully functional.
- 5.6. Efficient electronic communication within the Public Administration.

Below are the key activities in the area of e-Government:

- Establishment of a central unit for coordinating, functionalizing and implementing the e-Government action plan which would be preceded by the finalization and approval of the Law on Information Society.
- Development and approval of lacking legislation in the area of Technology, IT and Communication (TIC).
- Development of policies for using TIK in Government.
- Review and implementation of policies for software, hardware and telephony in Government.
- Finalization of the national strategy for TIK.
- Application of security systems, based on the respective legislation, procedures and best practices in the field of information security.
- Development and functionalization of the government webpage and applications for other area of e-Government at the central and local level.
- Promotion of e-Government services.
- Development of basic applications for citizens and businesses.
- Realization of mutual functionalization between various systems that are applied in the work of Public Administration.
- Organization of continuous trainings of PA staff in the field of TIK.
- Increase of broadband internet connection for PA through the government's telecommunications infrastructure.
- Building of private-public partnership for functionalization of e-Government.
- Continuous monitoring and assessment of the achieved progress.

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source	Comments
5.1 A central mechanism is set up for coordinating, functionalizing and implementing action plan for e-Government.	1. Development and approval of draft law on Agency for Information Society	June 2007	MPS, MTPT Government, Assembly	KCB (7.910 EUR)	
	2. Establishment of Agency for Information Society based on the guidelines of the working group of eSEE	Dhjetor 2007	Government	KCB (10.000 EUR)	
5.2 Lacking legislation is prepared and approved.	1. Development and approval of Operational Plan for completing the legal infrastructure for e-government	June 2007	MTPT, MPS,	KCB (7.910 EUR)	
	2. Development and approval of legislation for e-government	2008	MTPT, MPS, Government, Assembly	KCB (126.560 EUR)	It is considered that there are needed 4 laws and 8 sublegal acts
5.3. Development of policies to use TIK in Government	1. Development of policies for using TIK in Government	2007-2012 (Ongoing)	MPS, MTPT, Agency for Information Society	KCB (47.460 EUR)	
	2. Review and implementation of policies for software, hardware and telephony in Government	2007-2012 (Ongoing)	MPS, MTPT, Agency for Information Society	Donors 47.460 EUR)	
5.4 National strategy for TIK is finalized	1. National strategy for Society Information Thechnology (SIT) is finalized	December 2007	MTPT, MPS	KCB (31.640 EUR)	
5.5 Implementation of security systems in area of e-Government.	1. Development of security policies and procedures in area of security systems of SIT	December 2007	MPS, MTPT	KCB (7.910 EUR)	
	2. Application of security systems, based on the respective legislation, procedures and best practices in the area of information security	2007-2012 (Ongoing)	All institutions	KCB (175.700 EUR)	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source	Comments
5.6 Building and functionalization of government portal and applications for various areas of e-Government.	1. Identification of government services that can be offered through the Internet	December 2007	All institutions that offer e-government services	KCB (15.820 EUR)	
	2. Designing and building of government portal, as an access gate for all services offered by the Government through the Internet	June 2008	Agency, MPS	KCB (327.820 EU) Donors (150.000 EUR)	
	3. Designing of basic applications for the Citizens: 1. Taxes, calculation, publication of approach on taxes 2. Services to seek job opportunities through Government bodies 3. Social insurance contributions 4. Personal documents (ID cards, passports and drivers licenses) 5. Registration of vehicles (new, old and imported) 6. Request of permission for construction 7. Reporting to the police. 8. Public libraries 9. Documents (birth certificates, death certificates) 10. Admission in high school and university 11. Information on change of residence 12. Healthcare services	2012	Government	KCB (2.015.847 EUR) Donors (690.500 EUR)	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source	Comments
	4. Designing of basic applications for Businesses: 1. Social insurance for workers 2. Taxes, paid by businesses, predictions, presentations 3. VAT: calculation, presentation 4. Registration of new businesses 5. Sending details to the statistics office 6. Customs declaration 7. Licenses on environmental issues (with reports) 8. Public procurement	2012	MPS, Agency for Information Society	KCB (1.150.000 EUR) Donors (450.000 EUR)	
5.7 e-Government services are promoted.	1. Development of plans to promote e-government services by respective institutions	2007-2012 (Ongoing)	All institutions that offer e-government services	KCB (253.120 EUR)	
5.8 Implementation of mutual functionalization (interoperability) between various services that are applied in the work of the Public Administration.	1. Analysis of current situation of interoperability	June 2007	MPS	KCB (630.280 EUR)	
	2. Development of policies and standards for software applications for use by government institutions	December 2007	MPS, MTPT	KCB (31.640 EUR)	
5.9 Continuous training of PA personnel in area of TIK	1. Analysis of training needs of PA personnel in area of TIK	December 2007	MSHP, KIPA,	KCB, (15.820 EUR)	
	2. Development/adaptation of training programs	March 2008	MPS/KIPA	KCB (31.640 EUR)	
	3. Organization of continuous trainings	2007-2012 (Ongoing)	MPS/KIPA	KCB(350.000 EUR)	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source	Comments
5.10 Increased "Broadband" internet connection for PA.	1. Securing broadband connection for IT communication in all public administration institutions	December 2009	Government	KCB (2.200.000 EUR)	
	2. Securing internet access for citizens through public points	December 2009	Government,	KCB (15.820 EUR)	
5.11 Building of Public-Private partnership for functionalizing e-Government	1. Identification and analysis of activities that can be implemented through the public-private partnership	December 2008	Agency for Information Society	KCB (31.640 EUR)	
5.12 Continuous monitoring and assessment of progress achieved	1. Building of a functional mechanism for monitoring the implementation of the e-government strategy	June 2008	Agency for Information Society	KCB (39.550 EUR)	

Action Plan for Public Administration Reform in Kosovo

6. Financing of Public Administration

Strategic objective 6: Functional, effective and transparent system of planning, management and supervision of PA expenditures

Success Indicators:

- 6.1. Advanced institutional capacities for management of public expenditures
- 6.2. Professional empowerment of all officials in charge of public expenditures management
- 6.3. Updating and improvement of legislation for regulation of public expenditures management
- 6.4. Development of basic policies and legal acts for clear definition of authorities and responsibilities in chain of management
- 6.5. By December 2008, policies and legal acts will be developed for new system of payments and ranks
- 6.6. Full functionalization and advancement of monitoring and controlling mechanisms in the process of public funds management
- 6.7. By 2012 will be advanced the procurement system – expenditure agencies spend up to 95 % of funds in line with the budget plan

The priority actions designated by the action plan and which will serve to achieve strategic objectives in the area of public administration financing are:

- Development and approximation of legislation in the field of public finances
 - Amendment of the Law for Management of Public Finances and Responsibilities nr. 2003/17
 - Finalization of the process of complementing the Public Procurement Law.
- Capacity building in the Ministry of Economy and Finances for further support of expenditure agencies to better plan and assess their budgets
- Development of system of salaries for PA employees
- Development of a unitary accounting system in line with international accounting standards to ensure the accurate recording of incomes and expenditures, and training of staff to use the system

Other actions in this area include: approximation of organizational structures of finances management units in all institutions, further advancement and strengthening of the electronic system of public finances management, the approval and implementation of the draft law on financial reporting and other actions as designed in the action plan below.

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of budget costs	Comments
6.1 Amendment of the Law on Public Financial Management and Responsibilities nr 2003/17	1. Review and harmonization of the existing legislation.	december 2007	MEF,	KCB	
	2. Development of plan for drafting other laws	December 2007	MEF	KCB	
6.2. Institutional capacity development for financial planning and management in the new and existing institutions	1. Identification of needs for institutional capacity development for finance management	2007-2012 (Ongoing)	MEF, all budget institutions	Donors] (15.820 EUR)	
	2. Harmonization of organizational structures of units for finance management in all institutions in accordance with the legislation	2007	MPS		This issue has been included under the area of Structure of Institutions
6.3 Improvement of analytical capacities in MEF to assess the budgets of the ministry and FIA applications	1. Training on analytical skills capacity of MEF and other budgetary institutions staff responsible for budgeting.	November 2007	MEF	Donors (2.072.500 EUR)	
6.4 Establishment of an integrated electronic management system that	1. To advance and strengthen further the electronic management system of Public Finance through existing modules.	2007-2012 (Ongoing)	MEF and Budget institutions	BKK, Donors	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of budget costs	Comments
links all budget organizations with MEF					
6.5 Establishment of a transparent system for financial reporting	1. Approval of Law on Financial Reporting	Beginning of 2008	KA	Donors (15.820 EUR)	EPAP 60.1
	2. Implementation of Law on Financial Reporting	From approval and onwards	MEF	KCB	
	3. Use of accounting system for facilitating and improving the reporting process	Ongoing	MEF	KCB	
	4. Improving transparency through: a) publication of annual newspaper for the public, b) publication and posting of Budget Book on the internet in all official languages, c) regular issuing of Budget Circles, d) regular budget hearing sessions.	MEF	a) third quarter of 2007 b) third quarter of 2006 c) ongoing d) ongoing	KCB	EPAP 43.1
6.6. Development of an efficient procurement system that ensures open and fair competition	1. Full implementation of procurement law in all local and central levels	2007-2012 (Ongoing)	PPRC, PPA	KCB	
	2. Awareness raising campaign for other officers of ASH and for the public regarding the law articles on procurement	2007	PPRC	KCB (25.000 EUR)	
	3. Designing and installment of unique software for database and procurement procedures in ASH	June 2008	PPCR	KCB (32.000 EUR) Donors (150.000 EUR)	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of budget costs	Comments
6.7. Strengthening of auditing institutions of Kosovo – and internal revision units through expenditure agencies and the function of external revision	1. Monitoring the implementation of recommendations by auditing authorities	Ongoing	ZRGJ, all institutions	KCB	
	2. Further training with the aim of increasing the professional level of auditors	2007-2012 (Ongoing)	All budget institutions	Donors (1.500.000 EUR)	
6.8. Development of long-term professional training programs for financial managers, accountants and auditors	1. The process of professional development of responsible officials for managing Public Finances is done continuously. This is ensured through generic and specific trainings.	2007-2012 (Ongoing)	MEF, KIPA	KCB (330.000 EUR) Donors (198.000 EUR)	
6.9. Development of a unitary accounting system in accordance with international standards of accounting	1. Establishment of a unified accounting system in accordance with SNK, which will enable the accurate recording of public expenditures in ASH, inventoring, assets amortization, and wealth management	2007-2012 (Ongoing)	MEF,	Donors 19.750 EUR)	A number of budgetary institutions have already started to apply modules, while other ones are expected to be part of the ongoing process

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of budget costs	Comments
(SNK) for the accurate recording of incomes and expenditures, and to train the personnel for using the system	2. Training and certification of officers that will use the unitary accounting system	2007-2012 (Ongoing)	MEF,	Donors (19.000 EUR)	Initial groups have been certified on SIMFK (informative system on financial management)
6.10. Conferences, seminars and research studies for exchanging experiences and best practices in the area of accounting system	1. Development of plans for organizing conferences, seminars, researches in the area of a accounting system	2007-2012 (Ongoing)	MEF	KCB (7.500 EUR)	
	2. Specific trainings for management of finance budgets	2007-2012 (Ongoing)	MEF	KCB (22.000 EUR)	
6.11. Development of payments system for employees in PA	1. Analysis of the current situation of the payments system	2007	MEF, MPS		
	2. Review of existing projects and models of payments	2007	MEF, MPS		
	3. Development of implementation plan for advancing the system of payments	Early 2008	MPS, MEF	Donors	The project financed by KCB, DFID, etc. is under implementation

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of budget costs	Comments
	4. Establishment of various working groups that support and coordinate the development of the payments system	Early 2007	MPS, MEF	KCB	
6.12. Development of unitary information system in area of public funds management	1. Development and installment of software for public finances management	2008	MEF	Donors 800.000	
	2. Training of personnel that will use this software	After software installation	MEF	Donors (20.000 EUR)	

Action Plan for Public Administration Reform in Kosovo

7. Anti-corruption

Strategic objective 7: Functional, transparent and responsible system for preventing and fighting corruption in PA

Success Indicators:

- 7.1. Depoliticized administration with merits-based promotion of employees
- 7.2. Legal and institutions conditions for preventing and fighting corruption
- 7.3. Clear and efficient procedures for internal and external control and audit in Public Administration
- 7.4. Coordinated government mechanisms for fighting corruption
- 7.5. Transparency, responsibility and accountability in the work of Public Administration
- 7.6. International conventions against corruption included in the local legislation and policies

The key activities and actions designed in the action plan and which will serve to achieve the strategic objective in the field of anti-corruption include:

- Development and implementation of clear guidelines for the procedures of internal and external auditing in public administration;
- Depoliticization of public administration;
- Preventing nepotism in the recruitment and career development of civil servants;
- Simplifying procedures for provision of civil services;
- Creating conditions for denouncing cases of corruption and protecting the denouncers, and other actions as designed by the action plan.

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of the budget costs	Comments
7.1 Depolitization of public administration, applying lawfulness in employment and fighting nepotism and other forms of misuse of official duty	1. Development and implementation of administrative guidelines that regulates the rights and responsibilities in relations between civil servants and political appointees.	2007	MPS All institutions	No additional budget is required	
	2. Stimulating competition in the recruitment process and merits-based advancement.	Ongoing	All institutions	No additional budget is required	
	3. Strict respect and implementation of job contracts by civil servants.	Ongoing	All institutions	No additional budget is required	
	4. Implementation of Conduct Code in all ministries and government agencies.	2007	All institutions	No additional budget is required	Code of Conduct for Civil Servants no 01 / 2006
	5. Obligatory acceptance of the Conduct Code by official employees, as criteria for their employment.	Ongoing	All institutions	No additional budget is required	Code of Conduct for Civil Servants no 01 / 2006
7.2. Promotion of tolerance in the work of the public administration	1. Implementation of administrative instruction for implementation of Law for Access to Official Documents.	2007	Institutional Commission for evaluation of the administrative practices in the area of the official documents in all institutions	No additional budget is required	Administrative Instruction no 3 / 2006 for law on implementation of access to official documents

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of the budget costs	Comments
	2. Implementation of criteria for designating the nature and level of secrecy in every body of public administration.	2007 and ongoing	All institutions	No additional budget is required	Administrative Instruction no 3 / 2006 for law on implementation of access to official documents
	3. Regular publication of measures taken by government bodies against corruption cases inside public administration.	Ongoing	interministerial commission on anticorruption, OPM/OGG, other institutions	No additional budget is required	Action Plan on anticorruption
	4. Development and approval/update of lists of official documents.	Ongoing	Institutional Commission for evaluation of the administrative practices in the area of the official documents in all institutions		Administrative Instruction no 3 / 2006 for law on implementation of access to official documents
7.3. Creation of conditions to prevent corruption	1. Review of system for internal and external supervision of public administration institutions for implementing the binding regulations against corruption.	2007	Anticorruption Inter-ministerial Group, OPM/OGG	No additional budget is required	
	2. Supervision of promotion of official employees.	Ongoing	All institutions	No additional budget is required	
	3. Declaration of wealth by senior officials	Ongoing	All institutions	KCB	All institutions cooperate with the AKA
	4. Enforcement of articles against corruption and conflict of interest in all financial administrative contracts.	Ongoing	All institutions	No additional budget is required	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of the budget costs	Comments
	5. Administrative limitation of cash transactions between official employees and servants.	2007 and ongoing	All institutions	No additional budget is required	
	6. Development and publication of simple and clear information/guidelines about the procedures for the provision of administrative services (kinds of services, the way of submitting requests for the provided services, service payment and timeline for the requested service).	2007	MAPL, MPS Municipalities	No additional budget is required	This is part of the regular work of PISG
	7. Development and implementation of simple administrative procedures for issuing various permissions and licences.	2007 – 2012 (ongoing)	MAPL, MPS Municipalities	No additional budget is required	
	8. Allocation of tasks between bodies that issue various permissions and licences and bodies that implement or supervise the implementation of permissions and licenses.	2007 and 2008	MAPL, MPS Municipalities	No additional budget is required	
	9. Periodic survey of employees in public administration about the level of corruption in this administration	2007 – 2012 (ongoing)	OPM/OGG	KCB (7.500 EUR) Donors (15.000 EUR)	This is Par of the anticorruption action Plan

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of the budget costs	Comments
7.4. Creation of conditions to denounce cases of corruption and to protect the denouncers	1. Development and application of simple procedures for denouncement by civil employees of cases suspicious of corruption in public administration institutions.	2007 and ongoing	All institutions	No additional budget is required	
	2. Development and application of simple ways of presentation by citizens of corruption cases by official employees.	2007 and ongoing	All institutions	No additional budget is required	There are complaint offices
	3. Adaption of web pages for reporting corruption.	2007 and ongoing	All institutions in their webpages	No additional budget is required	
	4. Confidentiality of information received by the denouncers	Ongoing	All institutions in cooperation with AKKK	No additional budget is required	
	5. Approval of legislation for the protection of witnesses and people that denounce corruption cases	2007	MoJ and other institutions	KCB (7.910 EUR)	
7.5. Regular auditing and publication of auditing reports	1. Training of auditing staff of government institutions.	2007 2012 (ongoing)	OAG	Donors (1.500.000 EUR)	This evaluation is included in the area of financing of PA
	2. Publication of measures within public administration to implement recommendations from internal and external auditing.	Ongoing	All institutions	KCB	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of the budget costs	Comments
7.6. Respect for international conventions against corruption	1. Information and training of public administration with: i) Civil Convention of Council of Europe against Corruption, ii) Penal Convention of Council of Europe against Corruption and iii) United Nations Convention against Corruption.	2007	OPM/OGG, MPS/KIPA	KCB (20.000 EUR) Donors (14.680 EUR)	
	2. Inclusion of international conventions against corruption in legislation and policies related to public administration.	2007 and 2008	MPS in cooperation with international institutions	Nuk kërkohet buxhet shtesë	

Action Plan for Public Administration Reform in Kosovo

8. Policies and legislation

Strategic objective 8: Advancement of developing, harmonizing and implementing the policies and legislation in line with EU standards

Success Indicators:

- 8.1. By early 2008 there are developed standards of procedures for drafting, reviewing and adopting draft laws and other sub-law acts
- 8.2. By end of 2008 there are mechanisms and instruments for monitoring and securing the implementation of the legislation.
- 8.3. By 2009, the building of institutional and human capacities for standard techniques of drafting legislation.
- 8.4. By 2010, development of key policies in Public Administration.
- 8.5. By 2010, completion of legislation in the area of public administration
- 8.6. By 2012, the harmonization of the existing legislation in line with EU standards

Following are the priority actions needed to achieve the strategic objective in the area of policies and legislation:

1. Development of national plan for approximation of legislation with the *acquis communautaire*.
2. Standardization of the format of legislation development.
3. Development of an all-inclusive program for developing legislation policies. The functionalization of mechanisms that monitor the implementation of the legislation.
4. Development of action plan to eliminate legal collision.

Other actions include:

Establishment of Council of experts, policy advisors at the national level for policies and legislation.

Promotion and strengthening of legal offices in the ministries and institutions is one of the priorities. The unification of the legal offices of all institutions requires the job description of the Legal Offices and their promotion in departments.

The approximation of the local legislation with the *acquis communautaire* requires the recruitment or appointment of at least one official that will handle this issue in every ministry and capacity building in all ministries as well as in the Directorate for Legislation Approximation in the Agency for European Integration and other actions as designed by the action plan below.

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of budget costs	Comments
8.1. Drafting and development of basic program for policies and legislation for PA	1. Establishment of the Council of experts, political-advisory at the national level for policies and legislation	September 2007	Government	KCB (43.400 EUR)	
	2. Development of (white) book for legislation in PA in Kosovo	December 2007	OPM/LO and AIE in cooperation with the ministries	Donors (52.600 EUR)	
	3. Development of comprehensive program for drafting legislation policies in PA	End of 2007	Council of experts	expenses will be covered under action 8.1.1 above	
8.2. Advancing and strengthening of legal offices in every ministry in a unique fashion by the end of 2007	1. Organization and description of tasks of Legal Departments in a unique way	June 2007	OPM and all ministries	KCB	
	2. Advancement and strengthening of existing Legal Offices in Legal Departments in every ministry in a unique fashion	By September 2007	All ministries	KCB	
	3. Training of managers and officials of Legal Departments according to the description of new tasks	2007-2012 (ongoing)	KIPA	KCB (56.500 EUR) Donors (292.250 EUR)	
	4. Development of plans and dynamics of work according to the new tasks	December 2007	Legal departments of ministries	KCB	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of budget costs	Comments
8.3. Designation and development of standards for drafting legal documents	1. Standardization of format for drafting legislation	December 2007	OPM / OLSS	KCB (7.910 EUR)	
	2. Unification of legal terminology and nomenclature in Public Administration	End of 2008	OPM	KCB (40.000 EUR)	
8.4. Approximation of local legislation with EU legislation	1. Development of National Action Plan for approximating the legislation with Acquis Communautaire.	End of 2007	AEI /OPM	KCB(7.714 EUR) Donors (282.000 EUR)	EPAP 48.5
	2. Operationalization of Database for Legal Approximation.	Last quarter of 2007	OLSS, AIE	KCB	EPAP 48.6
	3. Strengthening of the Unit for Approximation of Laws in AIE.	2007-2012 (Ongoing)	AEI /OPM	KCB 114.960 EUR) /CARDS (250.000 EUR)	EPAP 48.7
	4. Appointment of at least one Legal Expert for each Ministry for the needs of Legal Approximation.	April -June 2007	All ministries	Donors (500.000 EUR)	EPAP 48.8

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of budget costs	Comments
	5. Participation of Legal Officer for Approximation with the Acquis Communautaire in the early phases of drafting the law in the respective ministry	Ongoing	All ministries	KCB	EPAP 48.9
8.5 Development of action plan for identifying and eliminating legal collision	1. Conferences, roundtables to get feedback about the identification and elimination of legal collision	2007-2012 (ongoing)	OPM, ministries	KCB (7.000 EUR) donors (8.585 EUR)	
	2. Development of plan for identifying and reviewing the existing legislation from the perspective of legal collision	January March 2008	OPM,ministries	KCB	Designation of responsible authorities for implementation of necessary actions Monitoring and implementation of actions and their impacts
	3. Establishment of working groups on the basis of respective areas	Second quarter of 2008	Government of Kosovo	KCB	
	4. Analysis of legislation in power	April 2008 – march 2009	OPM, Ministries	KCB 55.500 EUR) Donors (9.000 EUR)	
	5. Development of action plan for eliminating the legal collision	First quarter of 2009	OPM-ministries	KCB	

Action Plan for Public Administration Reform in Kosovo

Activities	Actions	Timelines	Institution in charge	Budget source/evaluation of budget costs	Comments
8.6. Development of action plan for drafting the program at the local level for the implementation of laws	1. Conferences, roundtables for getting feedback about the program at the national level for the implementation of laws	Ongoing during 2007	OPM/ZQM and the respective ministries	KCB + Donors	
	2. Establishment of working group for drafting the program at the national level for the implementation of laws, for identifying sub-legal acts and for designating the authorities in charge of their development.	September 2007	Government of Kosovo, ministries	KCB (5.500 EUR)	
8.7. Functionalization of mechanisms for monitoring and implementing laws	1. Functionalization of mechanisms for monitoring the implementation of laws	2007-2012 (ongoing)	Assembly of Kosovo/Government of Kosovo	KCB	Mechanisms for monitoring the implementation of laws at the political and executive level
	2. Establishment of contact points in every institution for cooperation with mechanisms for supervising the implementation of laws	End of 2007	OPM and all ministries	KCB (250.000 EUR)	