

The failure of municipalities to provide administrative services through electronic kiosks



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Executive Summary

As a new country, with a new administration, created at a time of technological development, Kosovo had the opportunity to build a modern, efficient and digital public administration from the very beginning. However, this was never accomplished mainly due to politicization, clientelism, corruption and lack of professionalism in the administration. Thus, public administration reforms in Kosovo, rationalization and digitalization of services remained mere election campaign promises.

Local elections were also focused on modernizing administrative services, as a significant number of them are provided by municipalities. Of around 600 administrative services provided by all state institutions, about 150 of them are provided by municipalities. However, municipalities largely depend on the central level even in providing these services. This report identifies that the central level, other than issuing laws and strategies, is more of an obstacle than a facilitator in the rationalization and digitalization of administrative services in municipalities. Municipalities are dependent on the central level from securing paper for printing certificates to having internet connection for civil registry offices.

But despite such obstacles, municipalities have individually initiated the digitalization of administrative services, introducing electronic kiosks for issuing civil status documents. While the number of electronic kiosks has increased from year to year, the problems associated with their operation have increased just as much. This research reveals that of 42 electronic kiosks installed in Kosovo municipalities, half of them are not operational. The most common reasons for the failure of electronic kiosks are frequent internet outages, their placement in open areas unprotected from weather conditions, lack of maintenance and lack of regular supply of consumables. These obstacles, as well as the reluctance of citizens to use them, have made electronic kiosks fail in achieving their intended purpose.

This report analyzes the current policies for rationalizing services at the local level, taking into account the objectives set out in the Public Administration Modernization Strategy 2015–2020 and the legal obligations deriving from the Law on General Administrative Procedure. The report also gives an insight into the efficiency and functioning of electronic kiosks as a novelty in the delivery of municipal services. At the end, we provided recommendations to municipalities, Ministry of Public Administration, and the Information Society Agency, for further steps in digitalizing services and the functioning of electronic kiosks.

1. Policies for rationalizing and digitalizing administrative services

Immediately after Kosovo's declaration of independence in February 2008, initiatives were taken to reform state institutions. In 2007, the Strategy for Public Administration Reform 2007-2013 was approved, which was then replaced with the Strategy for Public Administration Reform 2010-2013. However, these two strategies failed to fulfill their objectives, among others, because of their broad scope, clear lack of priorities and overload of action plans.¹

Functional Review and Institutional Design of Ministries (FRIDOM²) was an international project which carried out a vertical review (organization within ministries and agencies) and a horizontal review (review of various state functions or services). Most of the recommendations of this project have not been implemented.

The same fate followed the e-Government Strategy 2009-2015, with most of the objectives and activities not implemented. This strategy foresaw the digitization of schools, health services, administrative services, customs system, archives, libraries, and so on.

Currently, the strategic framework for public administration reform consists of four strategies and three primary institutions for their implementation: 1) Strategy for Improving Planning and Coordination 2017-2021; 2) Better Regulation Strategy 2017-2021 (Office of the Prime Minister as the carrier); 3) Strategy for Public Administration Modernization 2015-2020 (with the Ministry of Public Administration as the responsible institution); and 4) Public Finance Management Strategy 2016-2020 (Ministry of Finance).³

The Public Administration Modernization Strategy 2015-2020 prioritizes the use of information technology, as a precondition for the modernization of public administration, rationalization, optimization and digitalization of administrative processes. According to the Strategy, the Ministry of Public Administration (MPA) will enhance its efforts to create a more advanced administration and digitalize administrative processes as widely as possible, including various electronic systems.

¹ Ministry of Public Administration Strategy for the Modernization of Public Administration 2015-2020 Source: <https://bit.ly/2ggyuwb>

² English acronym: Functional Review and Institutional Design of Ministries – FRIDOM.

³ GAP Institute Implementation of the Public Administration Monitoring Strategy - for the implementing period October 2015-October 2016. Gap Institute, January 2017. Source: <https://bit.ly/2LflSGw>

Another important element is the development and implementation of the systems' interoperability platform, namely an inter-institutional data exchange, which will directly improve administrative services, increasing the efficiency of public administration performance in all institutions, as well as rationalizing administrative processes, which directly affects the improvement of electronic services for citizens.

According to the Strategy, there are about 100 electronic systems that need to be integrated within the Interoperability Framework of the Republic of Kosovo⁴. As an objective, the Strategy aims an integration of 31% of systems by the end of 2017, and by the end of 2020, 81% integration. By May 2019, only 12% of systems were integrated.⁵ However, although 12% of systems were integrated, the poor quality of systems data renders the use of the interoperability platform impossible.⁶

Also, according to the Strategy, MPA is obliged to draft the e-Government Strategy 2016-2020 and an action plan, as well as to complete the legal framework, by adopting, among others, the Law on Electronic Signature. So far, neither the Law nor the e-Government Strategy have been approved and are not expected to be adopted in 2019 as they are not part of the Government's 2019 Legislative Program⁷ or the 2019-2021 Strategic Documents' Annual Plan.⁸ The lack of the Law on Electronic Signature makes the job of civil servants difficult and prevents further digitalization of administrative services.⁹

The Strategy also foresees piloting the development of a "one stop shop", as an integrated office for performing administrative services in a single location. No such office has been opened thus far in the municipalities. As of December 2019, one is expected to be piloted in the Municipality of Prizren.¹⁰ There is a great deal of uncertainty as to the functioning of the "one stop shop", what services it would offer, how many people would be employed in these offices, how would they coordinate with other offices, and who would set the standards for the operation of these offices¹¹

4 MPA. Interoperability Framework in the Republic of Kosovo, 2012.

5 SIGMA (Support and Improvement in Governance and Management). Kosovo - The principles of Public Administration. May 2019 Source: <https://bit.ly/2XH5beQ>

6 European Commission. Kosovo 2019 Report. Source: <https://bit.ly/2KckwX>

7 Office of Prime Minister. 2019 Legislative Program. Source: <https://bit.ly/2JzG9G7> (last accessed on 15 July 2019).

8 Office of the Prime Minister. Annual Plan of Strategic Documents 2019-2021. Source: <https://bit.ly/2LSqGSP> (last accessed on 15 July 2019).

9 Interview with Muhedin Nushi - Deputy Mayor of Prishtinë/Pristina Municipality, July 9, 2019.

10 Interview with Osman Hajdari - Director of Administration in the Municipality of Prizren, July 10, 2019.

11 SIGMA (Support and Improvement in Governance and Management). Kosovo - The principles of Public Administration. May 2019 Source: <https://bit.ly/2XH5beQ>

2. Legal basis for rationalizing and digitalizing administrative services

As provided in the Strategy for Public Administration Modernization 2015–2020, the Law on General Administrative Procedure was adopted in 2016.¹² The law is quite advanced and also envisions facilities in administrative procedures and digitalization of services.

However, these legal advances are yet to find practical implementation. This is prompted by numerous reasons. A large number of laws and bylaws have not been harmonized with the new law. In addition, the failure to adopt the Law on Electronic Signature, non-functioning of the interoperability framework and one-stop-shops have made it impossible to implement a number of provisions of the Law on General Administrative Procedure.

Although in accordance with the Law on General Administrative Procedure institutions are obliged to ensure information themselves from other administrative bodies rather than oblige citizens to bring copies of all documents required to obtain a service, this is yet to happen in practice.¹³ A simple example of this is the issuance of ID cards, where the applicant for ID card is obliged to provide birth and citizenship certificates, although they are both issued by the Civil Registration Agency.¹⁴

Administrative services at the municipal level are dependent on central level policies. Failure to create the conditions to implement the Public Administration Modernization Strategy and the Law on General Administrative Procedure, failure to operationalize the interoperability framework, failure to adopt the Law on Electronic Signature, lack of standards for the functioning of “one stop shops”, among others, have an impact on the organization and efficiency of municipalities.

Both SIGMA and the European Commission believe there is a lack of a clear policy for the digitalization of public administration services in Kosovo. In order to simplify procedures for obtaining administrative services and digitalizing services, the central level must define the standards for electronic signature and online payments.¹⁵ There are around 600 administrative services issued by all state institutions, but only five or six of them are provided electronically.¹⁶ Of these 600 administrative services, around 150 are provided by municipalities.

Municipalities believe that the central level is more of an obstacle than a facilitator in the rationalization and digitalization of administrative services in municipalities. Municipalities are also dependent on the paper supply for certificates and internet access for the civil registry.¹⁷

¹² Official Gazette of the Republic of Kosovo. Law No. 05/L-031 on General Administrative Procedure. Source: <https://bit.ly/2h2zaVR>

¹³ SIGMA (Support and Improvement in Governance and Management). Kosovo - The principles of Public Administration. May 2019 Source: <https://bit.ly/2XH5beQ>

¹⁴ State Portal of the Republic of Kosovo Procedures for issuing ID cards. Source: <https://bit.ly/2Y4aT9X>

¹⁵ SIGMA (Support and Improvement in Governance and Management). Kosovo - The principles of Public Administration. May 2019 Source: <https://bit.ly/2XH5beQ>

¹⁶ Interview with Kujtim Gashi - Director of Information Society Agency, July 10, 2019.

¹⁷ Interview with Muhedin Nushi - Deputy Mayor of Prishtina (July 10, 2019), and Osman Hajdari - Director of Administration in the Municipality of Prizren (July 11, 2019).

3. Efficiency and functioning of electronic kiosks for administrative documents

In the absence of clear-cut government policies for rationalizing procedures and digitalizing services, municipalities have taken a number of their own initiatives to rationalize administrative services. Some municipalities (including Prishtina and Prizren) already offer the possibility of receiving documents by mail, but according to the municipalities, this service is being used very little.¹⁸ In addition, digital information platforms of the Municipalities of Prishtina¹⁹ and Gjakova²⁰ are significantly richer in information than, for example, the open data portal created by the Information Society Agency.²¹

However, the biggest municipal initiative aimed at facilitating the provision of administrative services was the establishment of electronic kiosks. The Municipality of Prishtina is the first municipality in Kosovo which, on June 11, 2015, introduced the automatic system of receiving documents digitally from the Civil Status Registry. Through the electronic kiosk, it became possible to obtain five civil status documents: birth certificate, birth extract, marriage certificate, certificate of residence and certificate of citizenship. These five documents cover 85% of document requests in the Municipality of Prishtina.²²

Within the first year of operation of the electronic kiosk in the Municipality of Prishtinë/Prishtina, 17,999 certificates were issued. The electronic kiosk is open 24 hours a day, seven days a week. According to the Municipality of Prishtinë/Prishtina, the cost of the electronic kiosk was covered within eight months. The cost of issuing a certificate is one euro and the whole process takes one minute.

However, it took the Municipality of Prishtina another four years to expand the network of electronic kiosks and services that could be obtained from them. Initially, the Municipality of Prishtina announced a tender for the supply of 10 additional electronic kiosks. However, following complaints of economic operators²³ filed with the Procurement Review Body (PRB), the municipality was forced to re-tender and request four electronic kiosks. Again, in the second and third tenders, the PRB found violations and requested a repeated tender procedure.²⁴ Finally, the complaining company withdrew the complaint²⁵ and on April 10, 2019, an electronic kiosk for property certificates and three electronic kiosks for civil status were launched by the Municipality of Prishtina.²⁶

¹⁸ Interview with Muhedin Nushi - Deputy Mayor of Prishtina (July 10, 2019), and Osman Hajdari - Director of Administration in the Municipality of Prizren (July 11, 2019).

¹⁹ <http://prishtinaonline.com/>

²⁰ <http://gjakovaportal.com/al/>

²¹ <https://opendata.rks-gov.net/>

²² Municipality of Prishtina. E-kiosk fact sheet.

²³ Procurement Review Body. Source: <https://bit.ly/2YaApGG>

²⁴ Procurement Review Body. Source: <https://bit.ly/2Sv2YgO> dhe <https://bit.ly/2jYhQ3g>

²⁵ Procurement Review Body. Source: <https://bit.ly/2Z4QQpl>

²⁶ Municipality of Prishtina. The new electronic e-kiosk service presented - property certificate. 10 April 2019. Source: <https://bit.ly/2jxjOUL>

Following the Municipality of Prishtina, 19 other municipalities set up electronic kiosks. Some of the municipalities are in the process of increasing the number of kiosks, while others are still in the contracting process.²⁷

Municipalities and the number of electronic kiosks

No.	Municipality	Nr. of installed electronic kiosks
1	Shtime	1
2	Obiliq	1
3	Viti	1
4	Podujevë	1
5	Ferizaj	2
6	Gjakovë	2
7	Klinë	1
8	Glllogoc	1
9	Lipjan	1
10	Mitrovicë North	1
11	Graçanicë	1
12	Prizren	8
13	Gjilan	4
14	Mitrovicë	3
15	Istog	4
16	Shtërpçë	1
17	Pejë	2
18	Prishtinë ¹⁸	4
19	Vushtrri	1
20	Suharekë	2
Total		42

Source: Civil Registration Agency

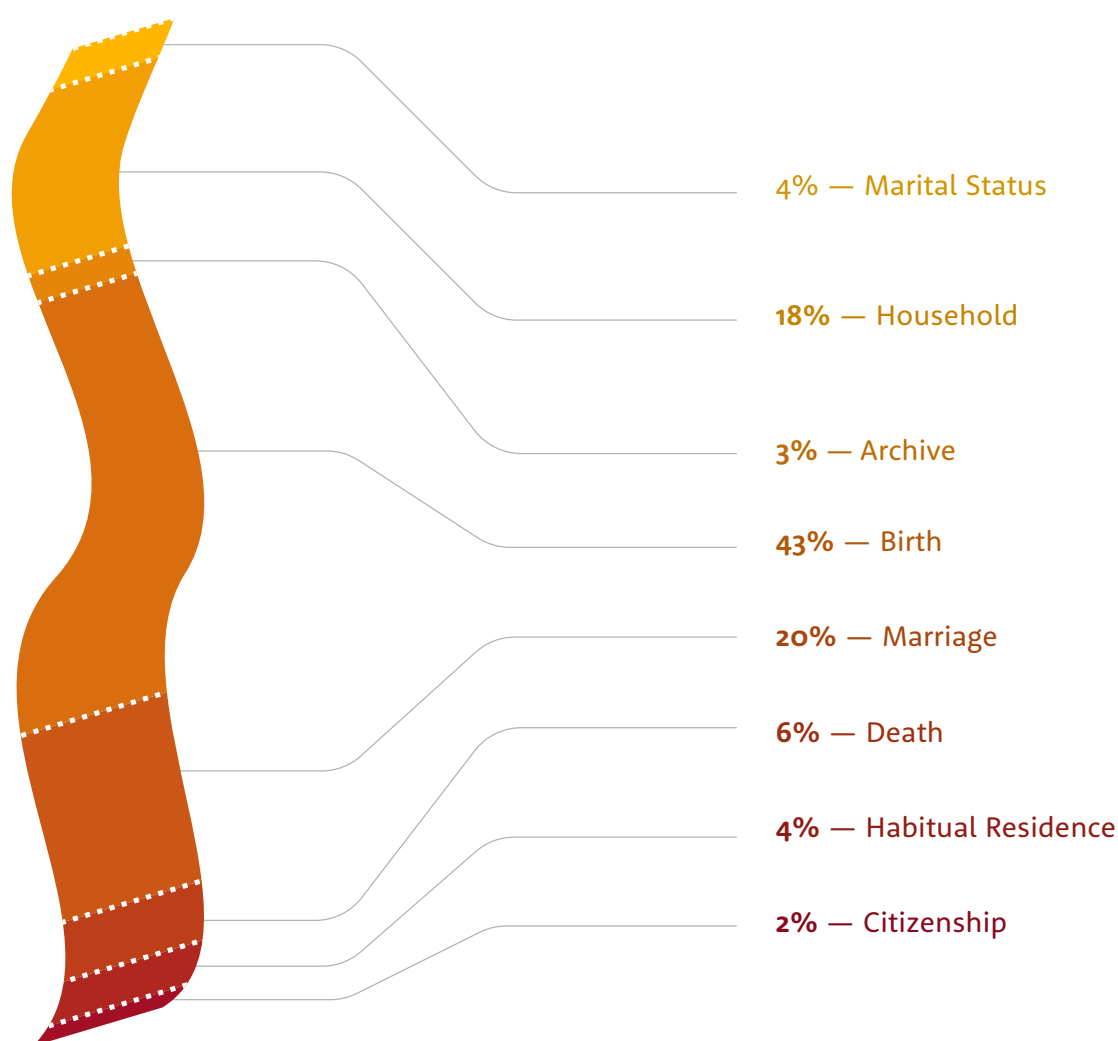
However,²⁸ the number of documents issued through electronic kiosks remains low. According to Civil Registration Agency data, over 2.2 million civil status documents were issued in all municipalities of Kosovo in 2018. Most of these documents are obtained by citizens, as an obligation to comply with procedures required to obtain another document in a state institution.

²⁷ The municipality of Kamenica is in the process of setting up three electronic kiosks, one in Kamenica and two in the villages of Hogosht and Rogacica.

²⁸ For the Municipality of Prishtina, we have only accounted for the electronic kiosks for civil status certificates, not for property certificates.

The nineteen municipalities that installed electronics kiosks during 2018 issued over 1.6 million documents. However, only 116,811 documents were issued through electronic kiosks, namely only 7% of all documents issued in 18 municipalities or 5% of all civil status documents. This number is relatively small compared to the original promise that electronic kiosks will be the primary address to obtain documents. In 2018, in the Municipality of Viti,²⁹ e-kiosks issued less than one percent of all civil status documents issued by this municipality. Whereas in Shtërpçë, only 17 documents (0.2%) were issued. The highest rate of documents issued through electronic kiosks is in the municipality of Mitrovica North (16%) and the Municipality of Prishtina (15.3%).

Graph 1. Documents issued by the Civil Status Offices during 2018



Source: Civil Registration Agency

²⁹ In 2018, only one e-kiosk was installed in the municipality of Viti, and one in the village of Pozhoran in 2019.

Table 1. Obtaining documents through electronic kiosks compared to the total number of documents issued by municipalities

Municipality	Civil status documents issued in 2018	Documents issued through e-kiosks	As a percentage of electronics kiosks	
Shterpcë	8,136	17	0.2%	
Obiliq	27,946	197	0.7%	
Viti	51,140	445	0.9%	
Shtime	28,882	541	1.9%	
Gjilan	124,501	2,613	2.1%	
Podujevë	98,159	2,117	2.1%	
Istog	50,362	1,232	2.4%	
Glllogoc	59,634	1,984	3.3%	
Lipjan	63,731	2,107	3.3%	
Gjakovë	150,798	5,564	3.6%	
Klinë	54,231	2,433	4.5%	
Ferizaj	125,700	7,000	5.5%	
Prizren	196,791	11,196	5.7%	
Mitrovicë	103,732	7,021	6.7%	
Graçanicë	14,721	1,330	9.0%	
Pejë	140,134	18,125	13.0%	
Prishtinë	328,915	50,456	15.3%	
Mitrovica Nor.	15,267	2,433	16.0%	
Vushtrri*	-	-	-	

Source: Civil Registration Agency



























*CRA did not provide data for Vushtrri Municipality of Vushtrri

**Municipality of Suhareka is not on this list as electronic kiosks were set up there in the beginning of July 2019.

The same trend followed in the first half of 2019, where a total of 55,923 civil status documents were issued by electronic kiosks.³⁰ One of the reasons for the low level of documents issued by electronic kiosks is their failure to function properly. Despite the promise that electronic kiosks will operate year-round, 24 hours a day, seven days a week, few of the electronic kiosks actually operate regularly. In July 2019, of the 42 kiosks installed, 22 were non-functional at the time of testing.

³⁰ Data provided by CRA through the request for access to official information.

Table 2. Number of kiosks installed versus operational kiosks*

Municipality	No. of installed operational and non-operational kiosks
Shtime	1 x 
Obiliq	1 x 
Viti	1 x 
Podujevë	1 x 
Ferizaj	2 x 
Gjakovë	2 x 
Klinë	1 x 
Drenas	1 x 
Lipjan	1 x 
Mitrovica North	1 x 
Graçanicë	1 x 
Prizren	8 x  8 x 
Gjilan	5 x 
Mitrovicë	3 x  1 x 
Istog	4 x  1 x 
Shtërpce	1 x 
Pejë	2 x  1 x 
Prishtinë	5 x 
Vushtrri	1 x 
Suharekë	2 x 
Total	22 x  20 x  = 42

*Testing of electronic kiosks by GAP Institute researchers was done on the following dates: Prizren (11 and 17 July 2019), Gjilan, Viti, Ferizaj, Lipjan, Shtime, Obiliq (16 July 2019), Prishtinë (10 and 23 July 2019), Gjakovë (17 July 2019), Pejë (17 July 2019), Vushtrri, Mitrovica, North Mitrovica (18 July 2018), Graçanica, Glogoc, Klina, Istog (19 July 2019), Podujevë (21 July 2019), Shtërpce (22 July 2019), Suhareka (22 July 2019).

The most extreme case is that of the Municipality of Prizren, which in 2017 installed eight electronic kiosks at once, but only two of them are currently operational. Reasons for their malfunction include maintenance problems, inadequate technology installed in electronic kiosks, their placement in unattended public spaces, lack of ancillary installations (such as the creation of suitable environmental conditions to avoid overheating during summer and freezing during winter).³¹

Photo 1 and 2: E-kiosk in the village Reçan and in Ortakoll neighborhood, Municipality of Prizren



Photo: Gap Institute, July 11, 2019

In the Municipality of Prizren, there were cases when citizens put their money in the kiosk but did not receive the service.³² There are about 300 to 400 citizens who haven't received the service from the electronic kiosks, despite payment.³³

A similar situation was observed in the Municipality of Gjilan. Of the four electronic kiosks in this municipality, none are operational. The cost of setting up three electronic kiosks in Gjilan was 16,600 euros, while the one in village Cernice, Gjilan, was funded by USAID through the Advancing Kosovo Together program. Municipality of Gjilan had three failed tenders for maintenance of electronic kiosks, due to high cost. In the third tender, the company which installed the electronic kiosks also submitted a bid, at a price of 21,000 euros, well above their initial purchase and installation price.³⁴ According to the PBC, the monthly maintenance of electronic kiosks does not exceed the price of 200 euros, but the Municipality of Gjilan drafted the tender erroneously, requiring bids to replace all equipment of electronic kiosks.³⁵ There were reported cases in Gjilan as well, of citizens inserting their money in the kiosk but not being issued the document.

³¹ Interview with Osman Hajdari - Director of Administration in the Municipality of Prizren, July 11, 2019.

³² Koha.net. E-kiosks in Prizren do not provide regular services to citizens, September 15, 2017. Source: <https://bit.ly/2LVhU6P>

³³ Interview with Osman Hajdari - Director of Administration in the Municipality of Prizren, July 11, 2019.

³⁴ Interview with Bardh Sylja - Director of Administration in the Municipality of Gjilan, July 16, 2019.

³⁵ Interview with Gazmend Selmani - Executive Director of PBC Group, July 22, 2019.

Photo 3 and 4: Electronic kiosks in Gjilan



All officials interviewed for this survey stated that the technology used in these electronic kiosks was very poor. However, municipalities have also failed to create adequate spaces for their placement, with a significant number of e-kiosks exposed to sun, rain and frosts, because they have no cover.

Photo 5 and 6: Interior view of the electronic kiosk in the town of Ferizaj, near the Cultural House



Photo: Gap Institute, July 16, 2019

Of the four electronic kiosks placed in Istog Municipality, three were partially operational, but none of them recognized biometric ID scanning. Electronic kiosks in the villages Vrella and Gurrakoc in the Municipality of Klina are the only functional electronic kiosks placed in villages.

Photo 7 and 8: Electronic kiosks in the villages of Vrellë and Gurrakoc, Istog Municipality of Istog



4. Expenditures for technological equipment

Each year, Kosovo institutions spend an average of 10 million euros on information technology, including equipment purchases, software purchases and maintenance.³⁶ According to the National Audit Office, none of the installed information technology (IT) systems in all of Kosovo's institutions have fully achieved their goal. Seventy percent of institutions lack significant IT strategies, IT policies and procedures, and inadequate IT administrative structures..

Prices of electronic kiosks vary from municipality to municipality. According to the data obtained from the notices published by the Public Procurement Regulatory Commission, in the Municipality of Shtimeone electronic kiosk cost 8,800 euros, in Gjiilan three kiosks had a cost of 16,500 euros, and eight electronic kiosks in Prizren had a cost of 68,000 euros. In end of May, the Municipality of Suhareka contracted PBC LLC for the placement of two electronic kiosks, with a total value of 21,820 euros.³⁷ USAID³⁸ co-financed the placement of electronic kiosks in Mitrovica North, Obiliq/Obilic, Gračanica, Viti/Vitina, Shtërpçë/Strpce, Istog, Klinë, Vushtrri and one in Gjiilan. Municipalities of Kamenica and Rahoveca are in the process of bidding and setting up electronic kiosks.

Depending on the specifics, the cost of electronic kiosks ranges from 6,007 euros (kiosk in Istog) to 19,470 euros (cost of an electronic kiosk in Gjakova). So far, three specialized companies have supplied municipalities with electronic kiosks: PBC LLC (32 electronic kiosks), Dataprognit (6 electronic kiosks), DLD Group (4 electronic kiosks).

For all electronic kiosks in 20 municipalities, over 360,000 euros were spent, not including maintenance. Malfunctioning of electronic kiosks, in addition to representing a misuse of public money, also increases the frustration of citizens towards local administrations.

³⁶ National Audit Office. Evaluation of Information Technology Systems. Prishtina, November 2018 Source: <https://bit.ly/2LklZAj>

³⁷ Municipality of Suhareka/Suva Reka. Procurement notices. Source: <https://bit.ly/2Gtke1p> (last accessed on 17 July 2019).

³⁸ Nine electronic kiosks were set up in nine municipalities with USAID funding. Through the USAID Advancing Kosovo Together program, implemented by CDF, electronic kiosks were set up in Istog, Gračanica, Mitrovica North, Obiliq and Cernice of Gjiilan, while the section of the Program implemented by Chemonics set up electronics kiosks in Shtërpçë, Klinë and Vushtrri. Through another USAID Property Rights Program, an e-kiosk was set up in the village of Pozhoran, Municipality of Viti

5. Conclusions and recommendations

So far, initiatives to digitalize administrative services have virtually failed. Reasons for this failure include lack of political will to reform public administration.

In 2014, a good initiative was taken to facilitate the issuance of civil status documents through electronic devices – electronic kiosks. Although this form of administrative service delivery cannot be classified as digitalization of services, as the recipient of the service must still be physically present and the service is still in a printed paper, the electronic kiosks nevertheless represent an advance in the provision of administrative services. Thanks to the electronic kiosks, for the first time ever, citizens were able to receive services outside administration's working hours, on Saturdays and Sundays, avoiding queues at the municipal counters and service was significantly faster.

More than a half of Kosovo's municipalities have installed at least one electronic kiosk, issuing civil status documents. However, not all of them are functional. During July 2019, GAP Institute researchers tested all electronic kiosks, and found that more than half (22) of them were not operational at the time of testing. The most common reasons for the failure of electronic kiosks are frequent Internet outages, placement of e-kiosks in open areas unprotected from weather conditions, irregular supply with paper for certificates, inadequate capacities of municipalities to maintain them etc.

In order to continue improving administrative services, GAP Institute recommends as follows:

To municipalities:

- Directorates of administration in all municipalities should share best practices and failures with e-kiosks in order to eliminate problems and establish more rigorous technical specifications for companies offering electronic kiosks in the future.
- Electronic kiosks should be provided with adequate accompanying infrastructure, to protect them from weather conditions and vandalism.
- Bidding companies of electronic kiosks should be required to provide better ID-card reading technology, and set up an automated notification system when there is no certificate paper, or in cases of other technical problems, to prevent situations where citizens make the payment but do not receive the service; establish a better system of maintaining an optimal temperature inside electronic kiosks to ensure their normal operation; ensure that feeding certificate paper in electronic kiosks by municipal officials is more practical.
- Prior to the announcement of the call for supply with electronic kiosks, municipalities should develop a detailed plan for the cost and maintenance procedures for the years following the installation of electronic kiosks.
- Considering that the establishment of electronic kiosks, in addition to simplifying the procedures for obtaining administrative services, also relieves civil servants from performing such services, municipalities must have in place a plan for staff reductions in the civil registry offices, as the number of electronic kiosks increases.

To the Information Society Agency:

- To ensure stable 24-hour internet access for municipalities, to prevent situations where e-kiosks are offline and not operational.
- To ensure the implementation of interoperability, in line with the Administration Modernization Strategy 2015-2020, so that state institutions implement the Law on General Administrative Procedure, which places the burden of securing state documents on the institution, rather than on citizens, when submitting requests for services.

To the Ministry of Public Administration:

- To draft the law on electronic signature and submit it to the Government and Assembly for adoption.
- To draft the e-Governance Strategy 2020-2025 which, among others, lists all administrative services provided by state bodies, steps and timelines required for their digitalization.



GAP INSTITUTE

GAP Institute is a Think Tank established in October 2007 in Kosovo. GAP's main goal is to attract professionals to create an environment of professional development and research, as seen in similar institutions in Western countries. This also provides Kosovars with opportunities to research, develop and implement projects in order to advance the Kosovo society. Priority for this Institute is the mobilization of professionals to address the country's economic, political and social challenges. GAP's main goals are to fill the gaps between government and citizens, and between problems and solutions.

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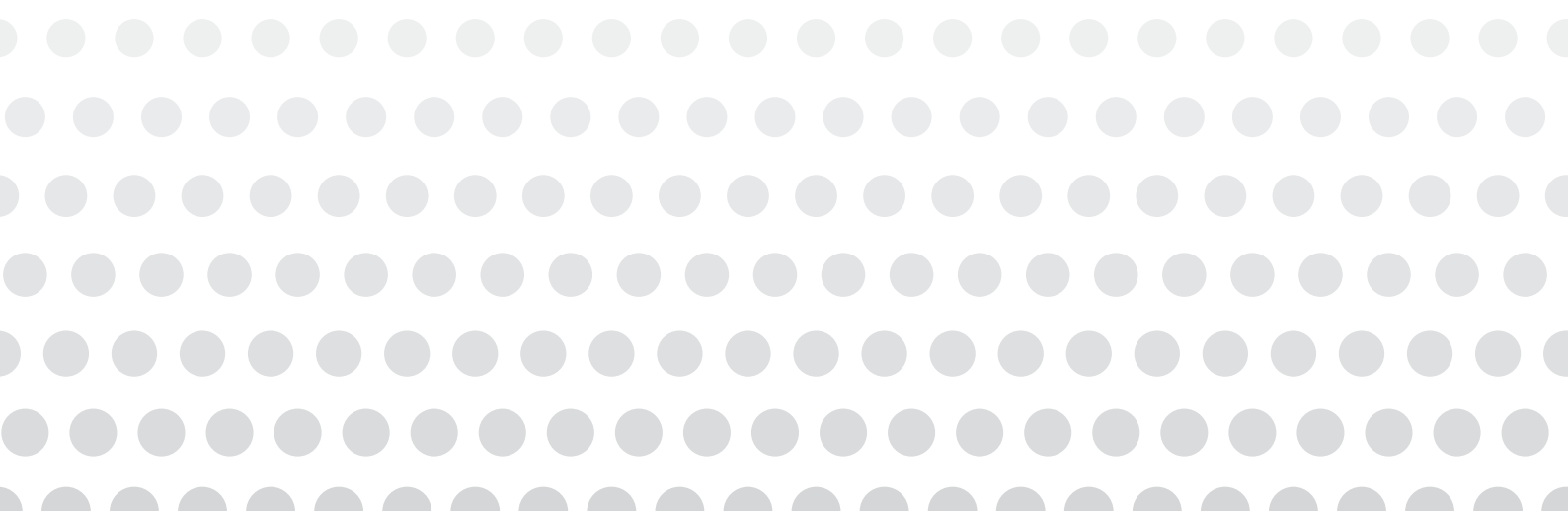
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