



Municipality Kamenica



## THE ESTABLISHMENT AND FUNCTIONING OF A ONE STOP SHOP - THE CASE OF KOSOVO

**Manual for establishing a one stop shop and good practices  
from the case of municipality of Kamenicë**

## **Swiss-Kosovo Local Governance and Decentralisation Support Programme (LOGOS)**

Swiss Cooperation Office Kosovo financed Swiss – Kosovo local governance and decentralization Support Programme (LOGOS) operates in 9 municipalities in the south eastern part of Kosovo. The programme promotes the development of local governance and decentralization reforms in municipalities of Kosovo, thus contributing to the overall stabilization of rule of law and democratization of a multiethnic Kosovo state and society. In the first phase, LOGOS included a strong village level component, which consisted of activities with village councils and the civil society. These activities – together with the municipalities – contributed to the development of management and governance capacity at the sub-municipal level (public services) and, as a side impact, to improving local infrastructure.

### **In the ongoing second phase, LOGOS focuses on capacity development of municipalities on:**

1. Planning and Resources Management,
2. Administration and Public Services, and
3. Capitalization and Dissemination of Experiences.

This manual aims to explore and illustrate the function of a One Stop Shop (OSS) in general and specifically in Kosovo, by taking the municipality of Kamenica as a case study, additionally it aims to provide hands on guidance to the local government officials and others who are interested to open a One Stop Shop at their municipality. Special emphasis is put on the role of the support provided by LOGOS project on the establishment of the OSS. The manual targets qualification of practitioners, implementing and funding agencies of development cooperation engaged in the local governance. It shall provide with basic information those who may one day be involved with initiating or supporting the establishment of an OSS in Kosovo, and it shall promote the sharing of good practices.

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# CONTENTS

<b>Abbreviations.....</b>	<b>5</b>
<b>1. Executive summary.....</b>	<b>6</b>
<b>2. Introduction .....</b>	<b>7</b>
<b>3. General concept of OSS .....</b>	<b>8</b>
3.1. Problem background .....	9
3.2. Concept of OSS in Kamenica municipality .....	10
<b>4. Stakeholders .....</b>	<b>12</b>
<b>5. Operation and organization.....</b>	<b>13</b>
5.1. Reception, processing and return (RPR).....	13
5.2. Reception and return (RR) .....	13
<b>6. Management and staff.....</b>	<b>15</b>
<b>7. Facilities .....</b>	<b>16</b>
<b>8. Finances .....</b>	<b>21</b>
<b>9. Services.....</b>	<b>22</b>
9.1. Performance of OSS in Kamenica .....	22
9.2. Effectiveness .....	22
<b>10. Support of LOGOS .....</b>	<b>25</b>
<b>11. Conclusions and lessons learned .....</b>	<b>26</b>
11.1 Lessons learned regarding the establishment and functioning of the OSS .....	26
11.2 Lessons learned regarding donor support .....	26
<b>12. References .....</b>	<b>27</b>
<b>Annex 1 - OSS leaflet .....</b>	<b>28</b>
<b>Annex 2 - OSS research report .....</b>	<b>29</b>
<b>Annex 3 - Fees and services .....</b>	<b>40</b>

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES



*One stop shop in Kamenica municipality, 2012*

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## ABBREVIATIONS

<b>LOGOS</b>	Swiss-Kosovo Local Governance and Decentralization Support Project
<b>SCO</b>	Swiss Cooperation Office
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>NGO</b>	Non Governmental Organization
<b>CDI</b>	Community Development Initiative
<b>OSS</b>	One Stop Shop
<b>CSC</b>	Citizen Service Centre
<b>LGI</b>	Local Government Institution
<b>LSG</b>	Local Self Government
<b>USAID</b>	United States Agency for International Development
<b>USAID</b>	EMI- Effective Municipalities Initiative
<b>USAID</b>	DEMI- Democratic Effective Municipalities Initiative
<b>UNMIK</b>	United Nations Mission in Kosovo
<b>MLGA</b>	Ministry of Local Government Administration
<b>IT</b>	Information Technology
<b>RPR</b>	Receive, Process and Return
<b>RR</b>	Receive and Return

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## EXECUTIVE SUMMARY

# 1. EXECUTIVE SUMMARY

## Project approach

A One stop shop can be described as a central place through which requests for different customer services are received, processed (further route to follow the appropriate administrative procedures within the professional bureau of department concerned) and returned to the customer. The main concept of providing several administrative services at one central place in the municipality has already been practised in Kosovo. OSS leads to a more effective, efficient and transparent service provision that is equally accessible to larger parts of the population.

The key goal of OSS is to have a more positive citizens' rating handling the information and document requests in municipality of Kamenica and to have improved perceived accessibility to local services for citizens and communities in Kamenica municipality.

In close cooperation and compliance with MLGA, LOGOS supported the municipality of Kamenica in improving services and establishing the new office for OSS services. The support for the establishment of the OSS in the municipality of Kamenica, came as a result of the request submitted by the municipality, with the aim of having a centre that would serve as a front office and as the main service contact point for citizens' requests..

From LOGOS partner municipalities only Kamenica municipality requested the establishment of OSS. The role of the project in the process was consultative only, whereas the municipality led the process.

The first step was the project proposal development. The project proposal and budget were drafted by the municipality. After the project was submitted it was reviewed and approved by LOGOS. The tendering procedures were managed by the municipality itself.

The next step was the construction of an office and the trainings for the staff who would be engaged in OSS.

Then, a leaflet was published that aimed to inform citizens about the available services in the OSS. The leaflet introduces general types, fees and services that OSS provides in both languages Albanian and Serbian. It is available in both hard and soft copy. The hard copies are available at the municipal building and soft copies can be downloaded at municipal website.

To further inform citizens, for the services and fees they have to pay for specific requests, additional material was developed and is available at the municipal website.

After the construction was completed, the municipality was supplied with all the necessary equipment such as: computers, photocopy machines, scanners, tables, chairs etc.

Parallel to the reconstruction of the office the project provided relevant trainings to the municipal staff who will be working in the OSS. Trainings were provided on communication skills, how to proceed requests, how to archive them and how to use the software.

The Ministry of Local Governance considers Gjilan municipality - as a leading municipality regarding the OSS, as a leading municipality, Gjilan municipal officers form Kamenica where taken in Gjilan municipality, To further broaden their knowledge on OSS and order to teach them on the spot on how the citizens should be served.

In respect of better understanding the citizens' perception on how the OSS services is provided after 6 months time - the project conducted the survey on the spot. In total 220 citizens had been interviewed and they had to answer 11 questions. The questions were related mainly to their satisfaction with the OSS service and function.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 2. INTRODUCTION

For twelve years now the Local Self-Governance (LSG) has been a topic in the agendas of public institutions and the international donor community in Kosovo. Laws on local self-governance provide the legal background for the LSG and these laws have been increasingly compliant to European Standards.

The improvement of municipal services, saving time and money in daily administrative work and the functioning of municipalities alongside with good governance criteria are common principles that are inherent in the LSG laws. However, these laws alone do not change the situation. What is crucial is their implementation, which not only calls for a strategy and a budget, but also for a favourable legal framework that complements LSG laws.

The Ministry of Local Government Administration has been established according to the UNMIK Regulation 2005/15<sup>1</sup> in order to advance the local government in close cooperation with the elected municipal officials. The intention was to ensure provision of effective services to the citizens. For a period of time, municipalities in Kosovo have provided services to the citizens using their best methods and strategies, which were conducted on an individual basis. Whereas aiming to ensure transparency in the decision making process, service provision to the citizens, reducing waiting period for obtaining the services and offering possibility to the citizens to have all required services in one place, pursuant to the Law on Local Self Government, Regulation on Government 2011/2, on the area of administrative responsibilities of the office of Prime Minister and Ministries, Annex XII, the strategy for e-governance 2009-2015, the Ministry of Local Government Administration issued an Administrative Instruction No. 2011/03<sup>2</sup>, on the organization and functioning of the citizen service centre in municipalities.

Given the facts stated above, Kamenica municipality in compliance with the above regulations and administrative instructions opened a reception office in April 2004. The reception office was located at the entrance of the main municipal building on a very small surface. It could only fit 2-3 desks and extremely limited number of citizens. Taking into consideration the number of residents who live in Kamenica city, the location of the reception office was not sufficient to provide adequate service to citizens.

Swiss Government through the LOGOS project has sponsored the establishment of One Stop Shop in Kamenica municipality.

<sup>1</sup> [http://www.unmikonline.org/regulations/2005/RE2005\\_15.pdf](http://www.unmikonline.org/regulations/2005/RE2005_15.pdf)

<sup>2</sup> <http://mapl.rks-gov.net/getattachment/ab9e633a-3102-4c8d-95b2-225f2f414652/UA-2011-Nr--2011-03---Per-organizimin-dhe-funksion.aspx>,

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## GENERAL CONCEPT OF OSS

### 3. GENERAL CONCEPT OF OSS

It has often been proven true that one of the major obstacles that citizens faced while needed an administrative service from a municipality was to find the right department for the specific-service. Citizens had to run up and down to several departments in order to complete their files that were utmost needed to obtain the required service. The search for the right department was not only time consuming, but was also a financial burden for citizens.

In Kamenica municipality, citizens have had much difficult time running after documents and stamps, since the municipal administration, due to the lack of office facilities is spread into several buildings in the municipality. In addition, yet again due to the lack of sufficient office facility, municipal officials usually were urged to share an office with up to four and more officials. As they have to deal with citizens and their requirements on the daily basis, sharing the office space with other colleagues poses inconvenience, both to them and their colleagues, and resulted in the decrease of the level of efficiency of the municipal daily activities.

In a view of all aforementioned stated facts-as well as from the experience gained in several municipalities in Kosovo which have already established an OSS. The municipality of Kamenica responded positively to the initiative undertaken by LOGOS Helvetas Swiss Intercooperation for the establishment of the OSS, a centre that will reduce/eliminate all the above mentioned obstacles and difficulties in the service provision to the citizens.

The aim of the OSS is to improve service delivery and life for citizens. A one-Stop Shop can make it possible for a public administration by taking all necessary steps for reaching a certain goal at one single place.

A One Stop Shop gives the possibility to all citizens to address all their requirements for the services in one place.. All the transactions between the OSS and the municipal departments are undertaken by the OSS staff on behalf of the citizens.

#### **Consequently, the functions and objectives of an OSS are:**

- Serve as a clear entry point for all - citizens who require - administrative services
- Simplify administrative processes and procedures
- Reduce time and costs of service provision by reorganizing administrative distribution of tasks, modernization of IT facilities and software, reducing and streamlining procedures (inclusive communication procedures).
- Improve quality of service provision for citizens.
- Provide municipalities with direct citizens' feedback on their work.
- Increase transparency and reduce corruption due to establishment of clear fees and procedures and open working environment.
- Improve case management reduce bureaucracy and administrative overburden of municipalities.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

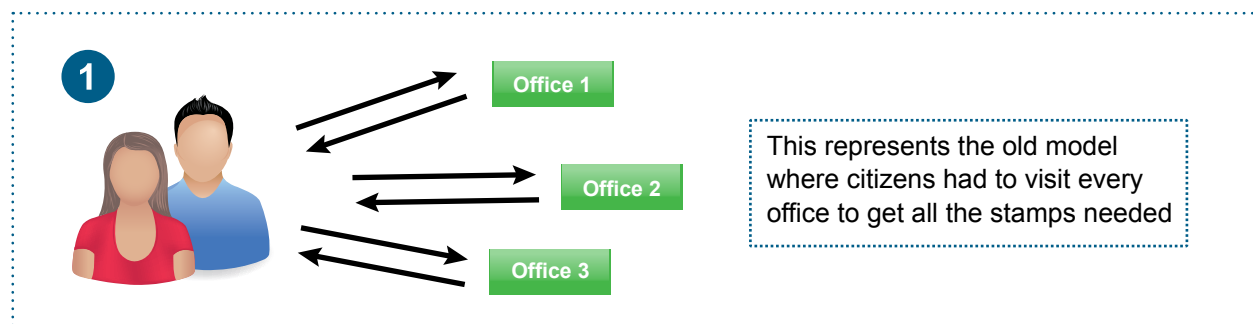
## GENERAL CONCEPT OF OSS

### 3.1. Problem background

Due to the facility limitations, the municipality of Kamenice used to provide services to the citizens through some offices on the first floor of the municipal building which were mainly providing general administration services, such as issuance of birth, death and marriage certificates. In addition to these few offices, municipality had also a small, so called reception office, which was mainly providing limited services related to public services department.

Given the fact that municipality of Kamenica is planning to invest in the construction of the new municipal building, in which the OSS would have a facility where all services would be in one place, so as regards to the necessity of gathering all services in one place, the municipality has decided to find a temporary solution by converting the municipal assembly hall into the One Stop Shop.

**The picture below presents functioning of the service provision before the establishment of the OSS:**



The municipality of Kamenica was familiar with the OSS concept since citizens' service centers were established in some Kosovo municipalities, such as in Gjilane, Peja, Suhareka, etc., as well as literature about these kind of facilities, in the region and throughout Central & Eastern Europe.

HELVETAS Swiss Intercooperation and the municipality of Kamenica reached an agreement obligating the municipality to provide the physical facility and staff, whereas LOGOS HELVETAS Swiss Intercooperation is obliged to provide computers and other related equipment.

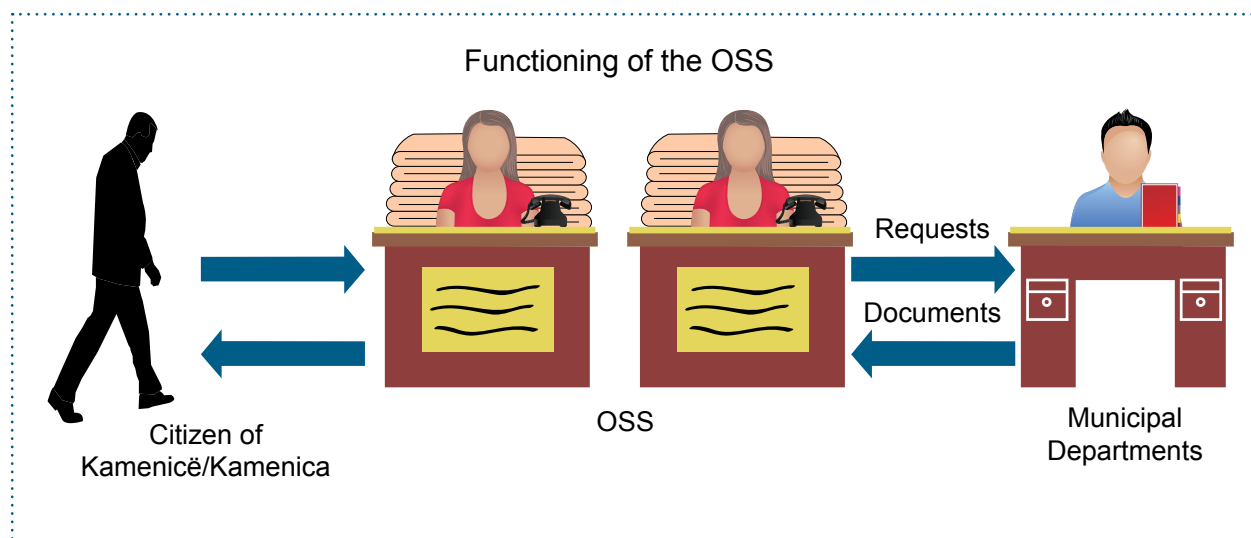
This agreement was made given the fact that municipality of Kamenica will soon move to the new building, therefore, having LOGOS HELVETAS Swiss Intercooperation invest in the movable property seemed to be the most logical solution.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## GENERAL CONCEPT OF OSS

### 3.2. Concept of OSS in Kamenica municipality

Since June 2011, Kamenica municipality has its One Stop Shop fully functional. The centre has managed to bring together in one place all services that are being provided to the citizens by the municipal administration.



The OSS in Kamenica municipality provides services at one spot, where citizens can request different services at different desks. Since all the administrative services that Kamenica municipality provides can be obtained in the OSS, the entire facility is set up as “One place for many services”. However, not all the services can be requested at each and every desk available in the OSS. The desks are divided by departments and groups of services according to the illustration provided in the table below:

Desk	Services <sup>3</sup>	No. desks
Civil Status Registration	Certificates: birth, marriage, death etc.	4 desks
Property Tax Department	All property tax related requests	2 desks
General desks	All other service requests related to municipal departments	3 desks
Delivery of requests	Delivery of requests from the OSS to the departments	1 desks
Scanning and IT	Provision of IT services and scanning of documents	1 desks

<sup>3</sup> The entire list with services is provided towards the end of this document, Subsection 9- Services.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## GENERAL CONCEPT OF OSS

Establishment of the One Stop Shop has led the municipality of Kamenica towards improving the service provision to the citizens. Since June 2011, citizens have a place where they can address their requests for services, without needlessly - running up and down to each of the 6 departments aiming to obtain services, an element that was the main objective of the municipality. In addition, the establishment of the OSS has lead towards a situation where these departments become more effective in their daily activities, since now they do not have to deal with citizens directly on the daily basis as all the requests for services are now processed through the OSS.

This current OSS is also very important in the creation of pre-conditions for better service provision in the near future, when the municipal administration will move to a new office facility which will enable the OSS to function in an expanded facility, and herewith, expand the areas of service provision by involving the remaining departments, as well.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## STAKEHOLDERS

# 4. STAKEHOLDERS

The stakeholders are those people or groups that have a legitimate interest in the One Stop Shop and can therefore construct and shape it. It is important to know what the specific interest of each stakeholder within OSS is, in order to understand the operational setup of the OSS. These stakeholders shall build the framework and determine how the OSS will function. Their support is crucial in terms of whether an OSS is to be successfully set up and become functional.

The customers - (citizens) are above all the basic stakeholders of the OSS in Kamenica. The customers have the biggest interest in the fast and honest provision of the services. Equal access to services is also important to them. Moreover, they are interested in having accurate, publicly available information about procedures, fees and requirements. The OSS staff work directly with customers and receives immediate feedback on the quality of service delivery. Due to the fact that these employees are on the front line, custom reaction, their daily work and success depend on the citizens' satisfaction. This is the key element to ensuring quality in the service provision.

Municipal department directors are very important stakeholders. Service provision is among their tasks, therefore, an improved service delivery is in their interest, especially since it entails reduction of their departments workload. They will have more time for strategic planning and management if the burden of administrative work is lessened.

The mayor is another very important stakeholder, therefore, his commitment to establish an OSS and to improve the service delivery is crucial to a successful functioning of the OSS. The mayor leads the process of creating policies and strategies, and ought to put the topic on the municipal agenda. The mayor's support and commitment is also important as regards to dynamics of the process and the dedication of the municipal staff.

The municipal assembly is yet another very important stakeholder, whose involvement in the process of establishment of the OSS is crucial, given the fact that it allocates budget for the OSS construction, purchase equipment and other needs through the municipal assembly decisions.

Donors are also very important and sometimes crucial in the establishment and maintaining of the OSS. Donor funds are most often very much needed not only for the construction phase but also in supplying with IT equipment and office inventory. In addition, donors can be very important in capacity development, by training of the staff, provision of the expertise etc.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 5. OPERATION AND ORGANIZATION

The set up of the One Stop Shop can be arranged in different ways, however, all these different ways lead the functioning of the One Stop Shop into three main tasks of the administration and service provision to the citizens:

- Receiving the service request
- Processing the service request
- Return the service request (approval or rejection/decision)
- Office technical support (IT and an officer for delivery of the request files)

There are several models of the OSS organization; however, Kamenica municipality has combined two models in its operational part:

### 5.1. Reception, Processing and Return (RPR)

This model requires from the OSS employees to be professionals in their area of service. All the needed steps for the provision of the services are accomplished at the OSS. The requests from the citizens are received at the OSS desk, which are also processed and handled by the OSS staff that provide this type of service to the citizens. This model involves all the requests for services for which there is no need for administrative procedure and can be processed directly at the OSS, such as civil registration requests, property tax requests etc. There are six staff members that work according to this model in Kamenica municipality.

### 5.2. Reception and Return (RR)

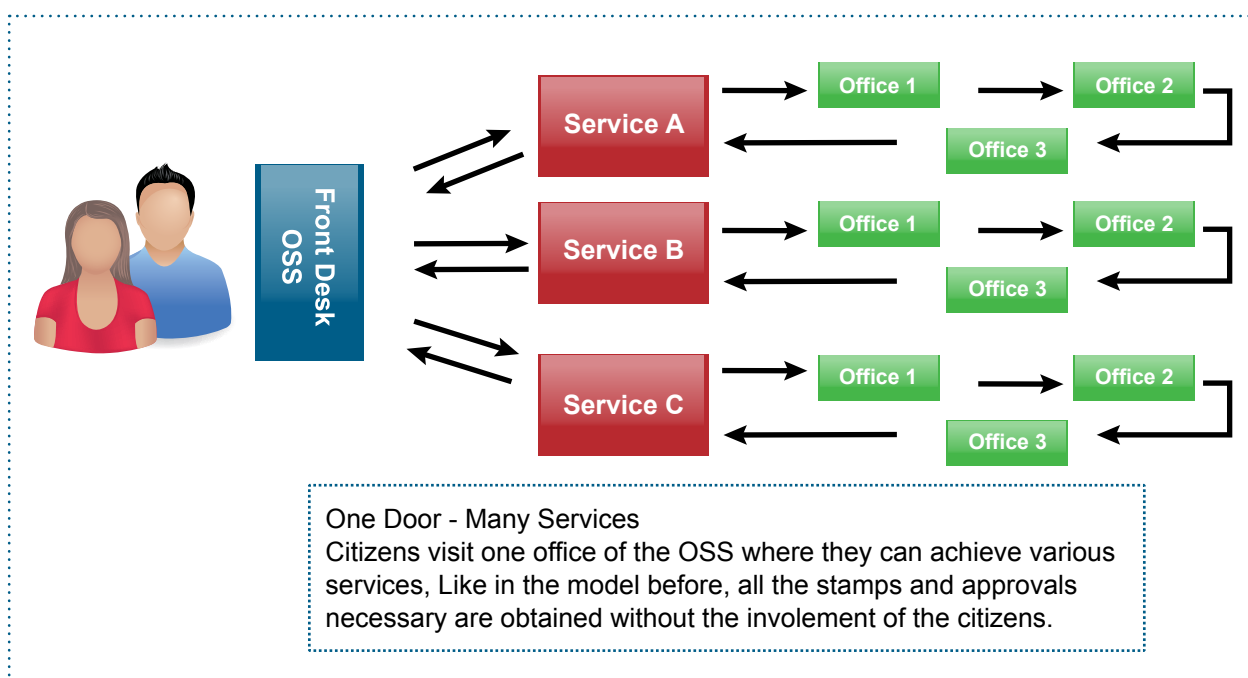
This model does not require from the OSS employees to be professionals in their area of service, but they need to be trained to receive requests from citizens, prepare the request files, forward these files to the respective departments and return the service requests to the citizens. The staff members working in this area do not have to be a part of the departments and can be solely hired and trained to deal with the OSS work. In Kamenica municipality there are seven staff members that work according to this model (only three on this model, whereas the other four that are assigned to work on the RPR model are also trained to handle requests of this model as well). So, requests that are submitted and for which there is a need for administrative procedure that takes longer, are only received at the OSS and are processed to the respective departments and the responses are again received by the citizens at the OSS, which carries out the process for them. This involves some of the requests from the civil registration, public services, cadastre, culture youth and sports and the inspection department.

This combined set up of the two models is very good in terms of leading the municipality to more effective and efficient work, even though this combination can be subjected to the increase of the confusion at the management structure.

On the other hand, an advantage of having these staff members working in the OSS is putting the balance on the workload that these officials have while dealing with citizens and thus reducing potentiality for creation of big queues of citizens requesting municipal services.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## OPERATION AND ORGANIZATION



The One Stop Shop in Kamenica is organized and functions as per description on the graph above.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 6. MANAGEMENT AND STAFF

The management of the OSS depends on the set-up model for the OSS functioning. Even though, the municipality of Kamenica has its OSS using two set-up models, the RPR and RR, the staffing is under the management of the general administration department.

The OSS is managed by the OSS Manager who is responsible for managing the entire staff hired and assigned to work in the OSS.

In addition, all the staff working in the OSS have been previously trained on One Stop Shop approach, mainly on its importance, advantages, customer care, e-governance, use of IT equipment and software etc.

Requests for services submitted by citizens for whom there is no need for administrative procedure are handled directly by the OSS staff (six members identified as the RPR in the table above). These staff members are fully capable to handle these requests for services straight from the front desk. They handle these requests following completion of all logistical procedures such as receiving of the requests, protocolling, processing and submitting the service back to the citizens.

The municipality needs to respond in accordance to the Law on Administrative Procedure 2005/02 – L28 upon the requests for services submitted by citizens for whom there is a need for administrative procedure. Given that these requests need professional expertise, officials that handle those (the RR officials) are the ones that receive, protocol and forward these requests to the processing officer, who would then hand them over to the respective departments for their consideration. When the requests are completed by the respective department, the processing officer takes the requests back to the front desk so as to deliver them to the citizens, who will be informed that the responses are ready to be picked up.

**The table below presents the staff members that are employed by the municipality to work in Kamenica OSS:**

- 4 at the civil status registry office – RPR and RR
- 2 at the property tax desk - RPR
- 1 at the IT and scanning desk
- 3 at the desks for receiving service requests - RR
- 1 processing of the files desk (from the OSS to the respective department and vice-versa)

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## FACILITIES

# 7. FACILITIES

The OSS in the municipality of Kamenica is located in the municipal building in the city centre. Municipality of Kamenica has made a temporary solution by converting the municipal assembly hall into the OSS. This solution was made since municipality of Kamenica is in the process of constructing a new municipal building, where the OSS will have a much wider space that can be also accessed by disabled persons through a wheelchair ramp.

Even as it is now, the front desk hall is a friendly and open space with desks and a waiting area that is furnished with a sufficient number of chairs for citizens.

The fact that the OSS area is an open space, gives citizens more comfort when approaching to request for services. Moreover, the fact that the municipality is completely open and transparent in providing services to the citizens makes citizens feel comfortable, as well. There is no bias way of favouritism and the possibilities of corruption are at a minimum or no level.

Citizens do not have to queue, but can rather sit in the waiting area until their turn comes. The OSS system has clearly contributed to a more relaxed atmosphere and enhances the satisfaction of citizens.

**The following pictures illustrate the municipal facilities before and after reconstruction of OSS**



*Main municipal building entrance*

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## FACILITIES



*Services were required through a small window before OSS was constructed*



*The main hall*

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## FACILITIES



*Active waiting system*



*The main entrance to the OSS*

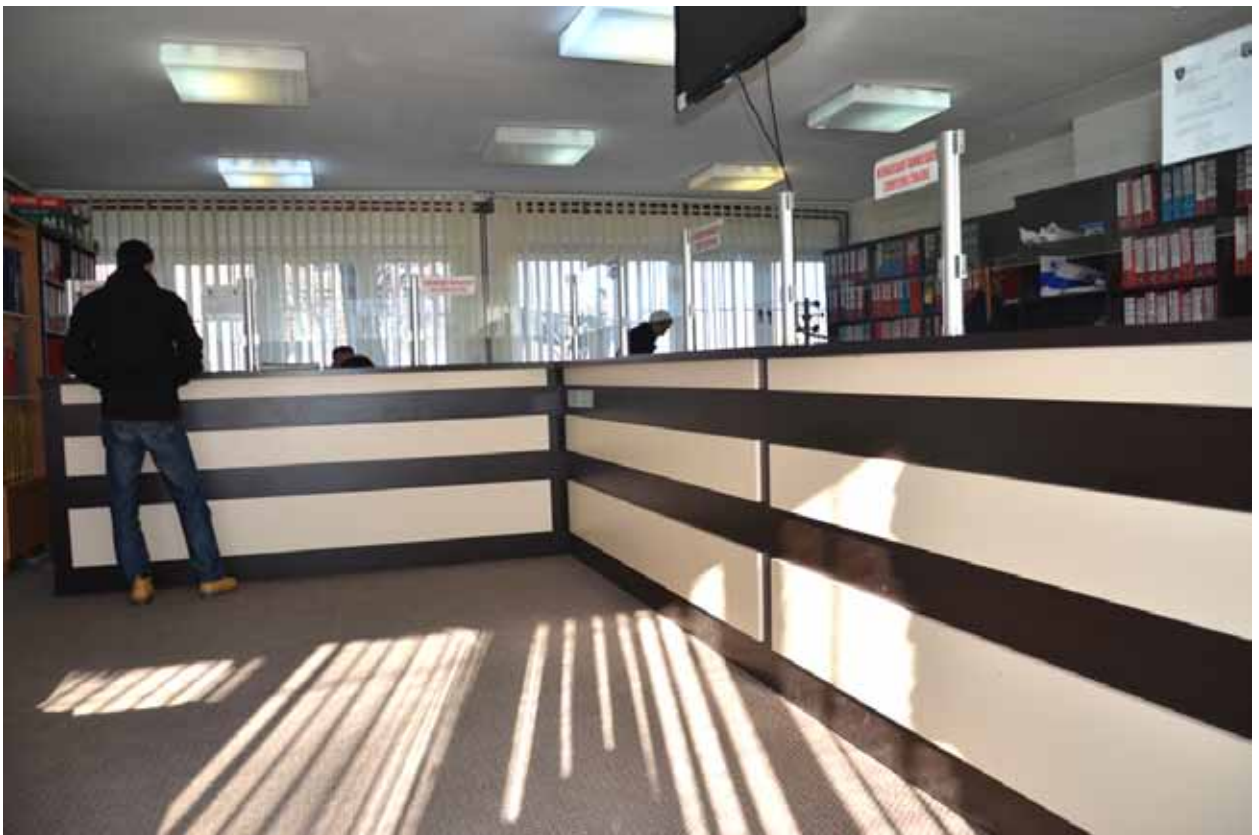
EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## FACILITIES



EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## FACILITIES



EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 8. FINANCES

The initial investment costs for the setup of the OSS in the temporary municipal administration facility, in the municipality of Kamenica, including the cost for the IT system and software.

The overall financial investment in the establishment of the OSS in the municipality of Kamenica was € 17, 930.

It is important to emphasize that the IT equipment that is being used in the OSS, is the equipment that has already been available in the municipality, used for municipal purposes.

LOGOS engaged experts to develop and deliver necessary training for the OSS. All the staff members working in the OSS have been previously trained on:

- One Stop Shop approach, its importance/benefits and advantages
- customer care,
- protocol and e-governance and
- use of IT equipment and software.

The financial means were specifically used as follows:

Renovation and facilities of the OSS (inventory: desks, chairs, office inventory)	€ 9, 500
IT equipment and software	€ 8, 430

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## SERVICES

# 9. SERVICES

Furthermore, establishment of the OSS has enabled the municipality of Kamenica to expand the list of the services provided to the citizens, according to its own competencies, as indicated in the below mentioned list<sup>4</sup>.

## 9.1. Performance of OSS in Kamenica

An establishment of the OSS can be considered successful if it improves the effectiveness, efficiency, transparency and accessibility of administrative service delivery, which will lead to improvement of living conditions of the citizens and the municipal staff. Statistical data are not available, since there were no data gathered before the OSS was established. However, from the citizens perception there are data available showing the trends of the citizens satisfaction with service provision since the establishment of the OSS.

## 9.2. Effectiveness

Even though it is a very short period of time since the establishment of the OSS in the municipality of Kamenica (six months), it is very obvious that its establishment has had an impact in increasing not only the quality of the services provided to the citizens, but also the citizens satisfaction with services provided at the OSS.

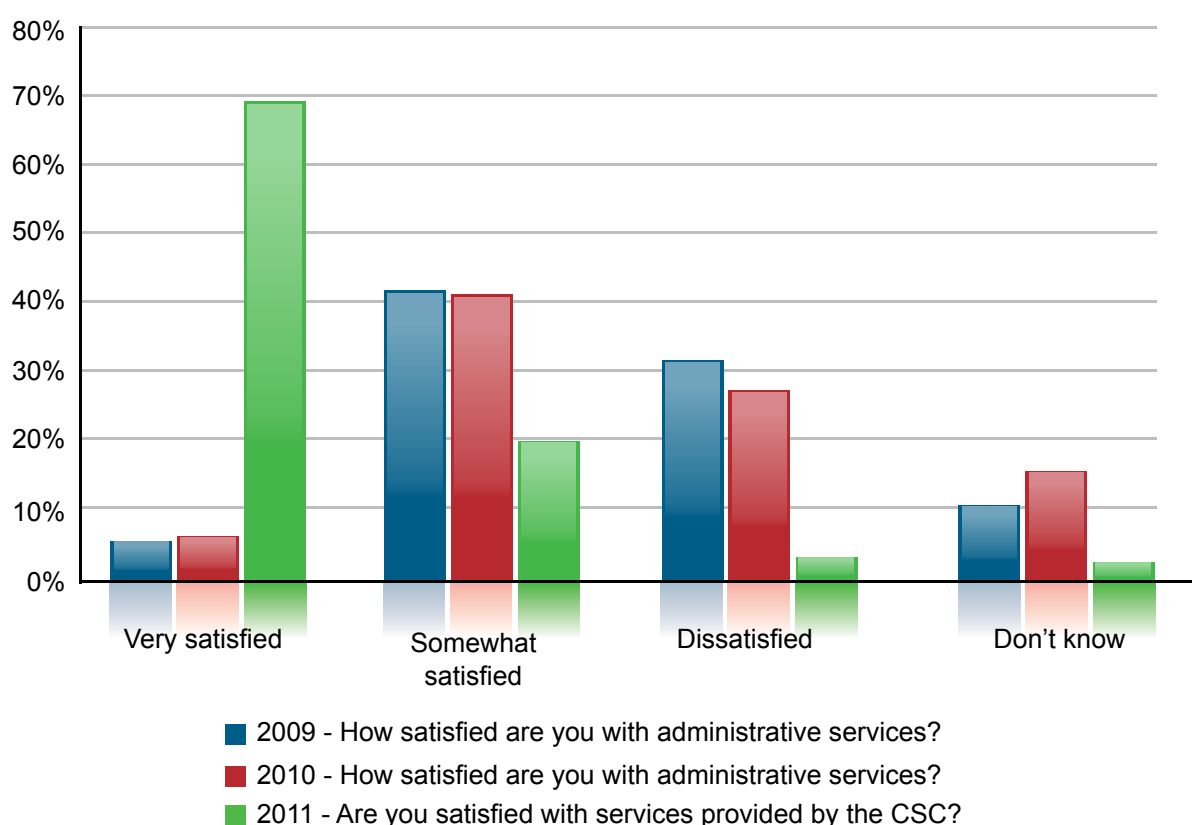
Now, citizens do not have to visit each department in order to obtain services., The staff that works in the OSS has full capacity not only to deal with each and every request submitted, but they are also able to communicate clearly with the citizens concerning requirements for documents necessary for the respective service and required fee recompense. Therefore, more and more citizens arrive with the full set of required documents and filled out request forms to apply for a service. This saves them not only from turning back for a second or third time, but also reduces the amount of time they must spend at the desks. Their waiting time is tangibly reduced. In this case, better-informed citizens have increased efficiency.

In order to reach this level of efficiency, the OSS staff had to undergo a number of trainings which helped them to better understand the OSS system. They had to obtain training on how to work with the unified application forms, how to deal with citizens as their costumers and also how to function with the electronic government.

In supporting all the above stated facts, see below the citizens perception on their satisfaction with services provided on the OSS. The table below presents the citizens satisfaction according to the survey undertaken in 2009 and 2011. The survey in 2009 is undertaken by USAID/EMI and in 2011 by USAID/DEMI in all the municipalities, whose aim was to measure the citizens' satisfaction in the municipal and administrative services, whereas in 2012 the survey was undertaken by LOGOS, which aimed measuring citizens' satisfaction with the services provided in the OSS. The survey and results undertaken by LOGOS are presented in the annex attachments 2 and 3.

<sup>4</sup> Fees and charges for the services provided in the municipality are determined on the annual basis, through a municipal assembly regulation which is approved every year by the municipal assembly, according to the applicable Law on fees and charges

No. Respondents	A Survey- year undertaken	Very satisfied	Somewhat satisfied	Dissatisfied	Don't know
164	2009 - How satisfied are you with administrative services?	6%	47%	35%	12%
200	2010- How satisfied are you with administrative services?	8%	45%	30%	18%
220	2011 - Are you satisfied with services provided by the CSC?	72%	19%	4%	3%



Municipality of Kamenica is located in the eastern part of Kosovo. It covers an area of approximately 423 km<sup>2</sup> including Kamenica town and 56 villages. According to the municipal authorities the estimated number of total population is 36,150 inhabitants.

With the decentralization process a portion of the territory, respectively 18 villages, was detached from Kamenica municipality. Out of them, 13 villages of Kamenica municipality served to create Ranilug municipality in 2010, whereas 5 villages joined Novo Brdo municipality. Kamenica currently has 417km<sup>2</sup> and 40,000 inhabitants according to the last population census in 2011.

Since the establishment of the OSS in Kamenica municipality, citizens are having an opportunity to receive better service provisions. In addition, the transparency in the service provision has increased remarkably, given the fact that the office is an open space and all citizens can see the municipal officials conducting their day to day work.

Furthermore, all the information related to the OSS and services provided there in are available for citizens on a daily bases - in the OSS. In addition, this information, is also available through the

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## SERVICES

municipal web-page and other information tools such as leaflets, brochures, publications etc. This is particularly important, provided that nowadays, a very high number of citizens have internet access at all times of the day.

Municipality of Kamenica is ethnically mixed. 31,100 Kosovo Albanians live in Kamenica currently, residing mainly in the town and all 56 villages, 4500 Kosovo Serbs and 550 Kosovo Roma. Prior to the 1999 conflict the number of Kosovo Serbs and Kosovo Roma living in the municipality was much higher. They have been displaced since then. There is no available data on their current whereabouts.

### **Municipal Administration functions through the following departments:**

1. General administration
2. Department of education
3. Department of urbanism and spatial planning
4. Department of cadastre, geodesy and property
5. Department of health and social welfare
6. Department of public services
7. Department of culture, youth and sports
8. Department of public safety
9. Department of agriculture, forestry and rural development
10. Department of inspection

Due to the lack of office facilities the municipal administration of the municipality of Kamenica is dispersed into several buildings. The OSS is located in the same building with the mayor of the municipality, on the location which previously served as the municipal assembly hall.

Upon initial implementation of the OSS project in Kamenica municipality, though the project is not fully completed due to the fact that municipal administration will soon be moving to a new building, a new survey has been conducted concerning citizen satisfaction with services provided by the OSS, this time, using on the spot respondents. The entire methodology, demography and results of the survey are presented below:

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 10. SUPPORT OF LOGOS

LOGOS has played a crucial role in the establishment of the OSS in Kamenica municipality. LOGOS has been alongside the municipality since the very beginning when the first idea of the OSS was launched. Therefore, hereunder are presented the steps that were undertaken towards the establishment and functioning of the OSS.

- Basic analysis of the current situation for the service provision
- Basic survey obtaining citizens opinion/perception on the service provision (results from the Mosaic survey undertaken in 2010)
- Drafting Plan of activities for service provision, including approval from the mayor and municipal assembly
- Capacity development of staff that will be assigned to work in the One Stop Shop, so that they are able to handle requests from all departments, and experience exchange with neighbouring municipalities/countries with similar experiences
- Additional capacity development of municipal staff to use the central government installed network which will be used to log in data as well as reporting purposes.
- Development of the project for establishment of OSS
- Expansion of the OSS handling requests aiming to make the OSS one place for all the requests that come for service provision to the municipality
- Development of capacities to use a unique protocol system
- Implementation of the project
- Service provision
- Survey obtaining citizens opinion/perception after the implementation

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## CONCLUSIONS AND LESSONS LEARNED

# 11. CONCLUSIONS AND LESSONS LEARNED

The concept of an OSS is no longer new in the Republic of Kosovo, and more and more donors are supporting it within their good local governance projects.

## 11.1 Lessons learned regarding the establishment and functioning of the OSS

- Commitment and leadership of municipal management is crucial concerning commencing of the process and successful implementation of the OSS establishment. Political will should exist and mayor is the one that must favour the establishment of the OSS.
- Good understanding of the OSS concept by the municipal departments and support of the Mayor is crucial, because the directors of the departments need to be convinced that the establishment of the OSS would not result in grabbing competencies from departments but rather making their daily routine work easier as they will not have to deal with citizens on the daily basis.
- Convenient setup of facilities and maintenance is crucial for a good working environment to both citizens and employees' satisfaction. This will help change the staff's attitude for the better. Regular maintenance is also needed.
- The IT system is the main part of setting up an OSS, including building a network. It brings the essential changes to the working methods, processes and internal organizations in municipal offices. It is a primary condition for successful OSS.
- Running costs are manageable and do not increase much, as no extra staff members need to be employed. Usually all OSS staff members remain in the jobs they had in the previous system.
- Maintenance costs are basically for the IT system, and municipal officials need to keep this in mind when allocating the municipal budget.

## 11.2 Lessons learned regarding donor support

- The main function is to promote the idea and initiate the change. The process of change is unlikely to begin without the outside initiative and strong support by the donors. The financial contribution was a key factor for successful establishment of the OSS in Kamenica municipality.
- Agreement of all stakeholders needs to be achieved for the sustainable success of the project. It will be necessary to constantly lobby all municipal stakeholders (mayor, management, assembly and staff) for a new idea.
- Good practices inside the country or abroad are useful in persuading all of the stakeholders. Obtain experience from already established CSC-s in Kosovo, in the neighbouring municipalities as well as organizing study tours and establish contacts to already successful working municipalities.
- A step-by-step approach based firmly on the agreement of partners may be slower, but it is more sustainable as attitudes change. Keep in mind that change is a process that needs a certain amount of time. Do not rush things, as this will be less successful in the long run.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 12. REFERENCES

### Documents and reports

- Law on Local Self Government Nr. 03/L-040
- Law on Archives Nr. 2003/7
- Administrative Instruction on OSS , Regulation on Government 2011/2
- BROWN, JAMES & FAHMY, SALAMA; *Guidelines for development of One-Stop Shops (OSS) for Licensing; 2005*
- MDP ANNUAL REPORT MAY 2003- AUGUST 2004, Doboj 2004
- SWISS AGENCY FOR DEVELOPMENT AND COOPERATION, SDC; *Evaluation of One-Stop Shops in Vietnam, Hanoi 2002; [www.sdc.org.vn](http://www.sdc.org.vn)*
- UNITED NATIONS DEVELOPMENT PROGRAM, UNDP; *One-Stop Shop (OSS) in Public Administration Reform to improve Public Service Delivery, A Vietnam's Case; Hanoi 2004*

### Interviews

- Shaip Surdulli, Mayor of Kamenica municipality, June 2010
- Enver Ajvazi, Head of Department for General Administration, Kamenica municipality, June 2010
- IT administrator, Kamenica municipality officials, July 2010
- Employee Civil Status/Registry office, Kamenica municipality officials, July 2010

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## Annex 1 - OSS leaflet



EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## Annex 2 - OSS research report



The survey was conducted at the spot, inside the one stop shop office in KAMENICË/KAMENICA, December 2011, the results on the Citizen Satisfaction survey with municipal services provided in One Stop Shop

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## INTRODUCTION

The Republic of Kosovo continues to move forward with fiscal and administrative decentralization and to implement a comprehensive reform of its local governance system. When the new Law on Local Self Governance came into force during the summer of 2008, municipalities became responsible for an increasing number of competencies. This created new challenges for their elected officials and civil servants alike as they had to adjust and expand their practices, staffing, operations and budgets.

Most municipalities are now attempting to provide a full range of services to their citizens and are building up valuable experience in these endeavors. As municipalities gain more and more experience with providing these services, municipalities are also beginning to consider the quality and effectiveness of the services they are providing. In this regard, Kamenicë/Kamenica municipality, in order of ensuring high quality services, and with the support provided by HELVETAS Swiss Intercooperation, the LOGOS project has established the One Stop Shop, a place which will enable citizens to obtain services from the municipal administration, all in one place, without having the need to run up and down to the departments.

In addition, part of the planned activities of the LOGOS project was to conduct a survey, asking citizens about their satisfaction with municipal services being provided in the established One Stop Shop. The survey was conducted with the aim of obtaining a citizen's perspective, as the most valuable source in measuring the quality and effectiveness of municipal services. The survey was particularly important provided that for the first time, the municipality of Kamenicë/Kamenica has established a center which provides all the services in one place.

Since the One Stop Shop center is newly established in the municipality of Kamenicë/Kamenica and is fully functional only from June 2011, the survey conducted introduces the very first citizens perception on the effectiveness of the service provision, using the new method of "services all in one place". In addition, this survey will be used as a very good basis for further improvement of the services provided by the One Stop Shop<sup>5</sup>.

<sup>5</sup> The results shown below of the survey will be used to make recommendations for advancing of the services provided on the One Stop Shop in the future.

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## METHODOLOGY

LOGOS used the methodology of randomly picking respondents, citizens that came to the One Stop Shop center to obtain services. This activity has lasted for three days in a row.

The interviewers sat at the One Stop Shop for three days in a row during 12, 13 and 16 January 2011. During these three days the interviewers made attempts to interview respondents during the working hours starting from 08:00 to 16:00. Citizens were not obliged to “must do the interview”, attempts to undertake the interview were made; else the respondent was dropped and replaced with the next respondent that visited the One Stop Shop. All interviews were completed via personally administered interviews, which were undertaken by the skilled interviewers.

Raosoft, is the methodology used to set the sample of the survey (<http://www.raosoft.com/samplesize.html>).

### Description of the methodology/target groups

According to the survey the results/ answers to the questions are as introduced below:

**Table 1**

*Municipality sample distribution and confidence level*

Municipality Quotas using - Sample size calculator RAOFSOFT*					
Municipalities	Population	Margin of error	Confidence Level	Response distribution?	Sample size
Kamenicë	40,000	5.53	90%	50%	220

**Table 2**

*The age of the respondents in the survey*

Age groups	Number	Percent
18-25	37	16.8%
26-35	51	23.2%
36-45	63	28.6%
46-55	35	15.9%
56-65	19	8.6%
Over 65	3	1.4%
not declare their age	12	5.5%
Total	220	100%

**Table 3**

*Gender of respondents*

Gender	Frequency	Percent
Male	164	74.5%
Female	56	25.5%
Total	220	100 %

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

**Table 4**

*Respondent ethnicity*

Ethnicity	Frequency	Percent
Albanian	183	83.2 %
Serb	37	16.8 %
Total	220	100 %

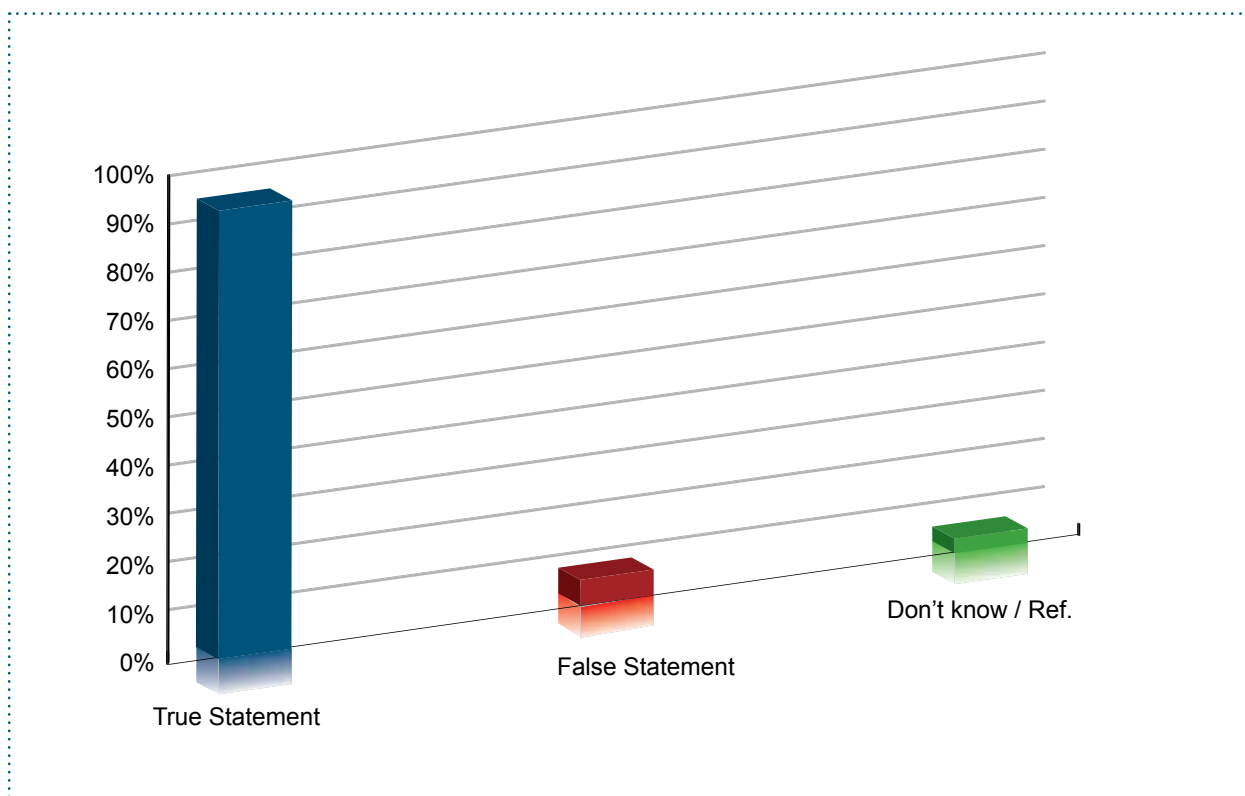
## Results of the Questionnaire

Provided the structure and the methodology presented above, the following are the results of the survey conducted in Kamenicë/Kamenica municipality, related to the Citizens Satisfaction with municipal Services provided on the One Stop Shop:

### 1. Establishment of the One Stop Shop provides all services in one place?

#### Q-1. Establishment of the One Stop Shop provides all services in one place?

True statement	False statement	Don't know /Ref.
93.6%	4.5%	2.9%



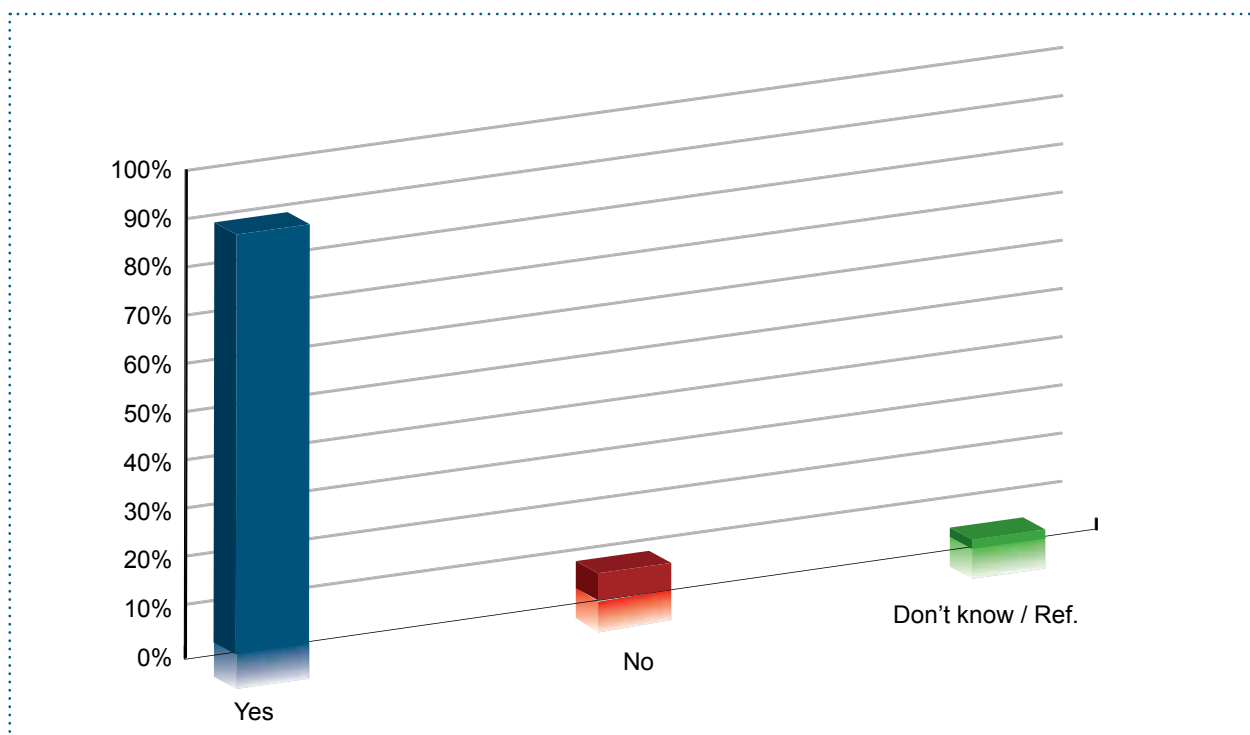
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EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 2. Are you informed about the services that the OSS provides?

### Q-2. Are you informed about the services that OSS provides?

Yes	No	Don't know /Ref.
91.8%	7.3%	0.9%



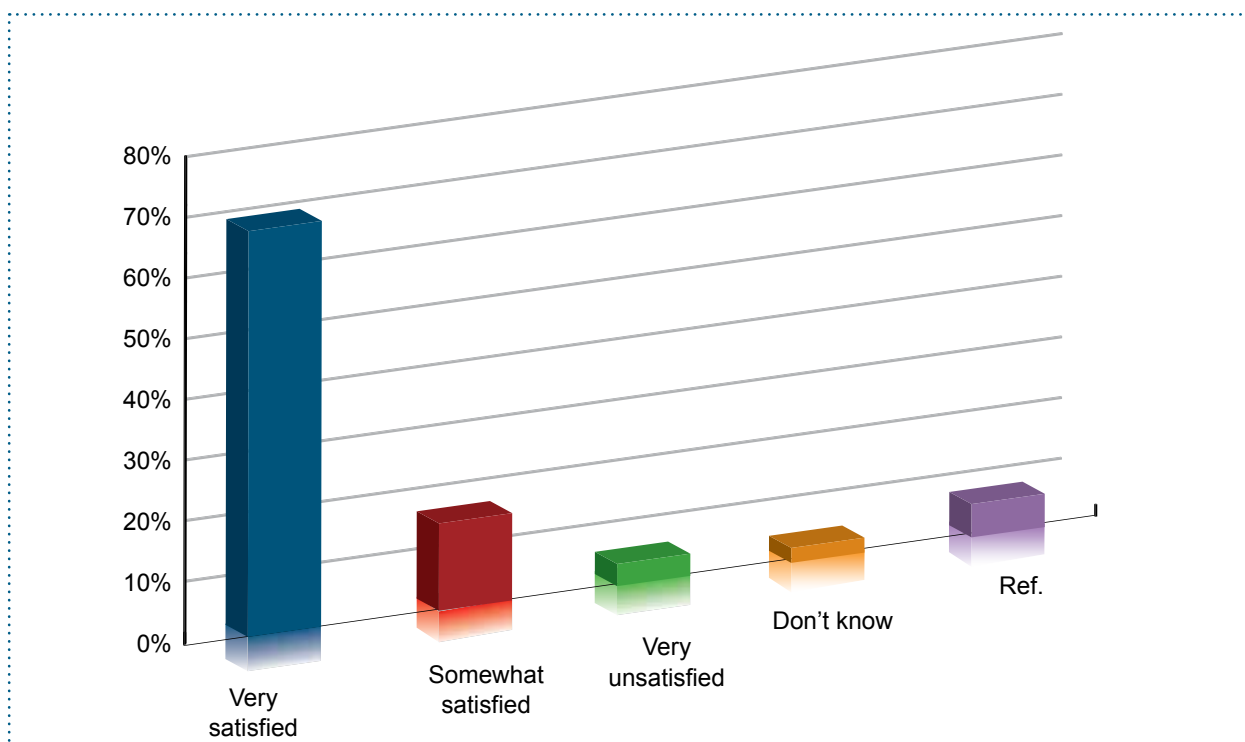
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## 3. Are you satisfied with the services provided by the OSS?

### Q-3. Are you satisfied with the services provided by the OSS?

Very satisfied	Somewhat satisfied	Very unsatisfied	Don't know	Ref.
70.9%	17.3%	3.6%	1.4%	6.8%

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

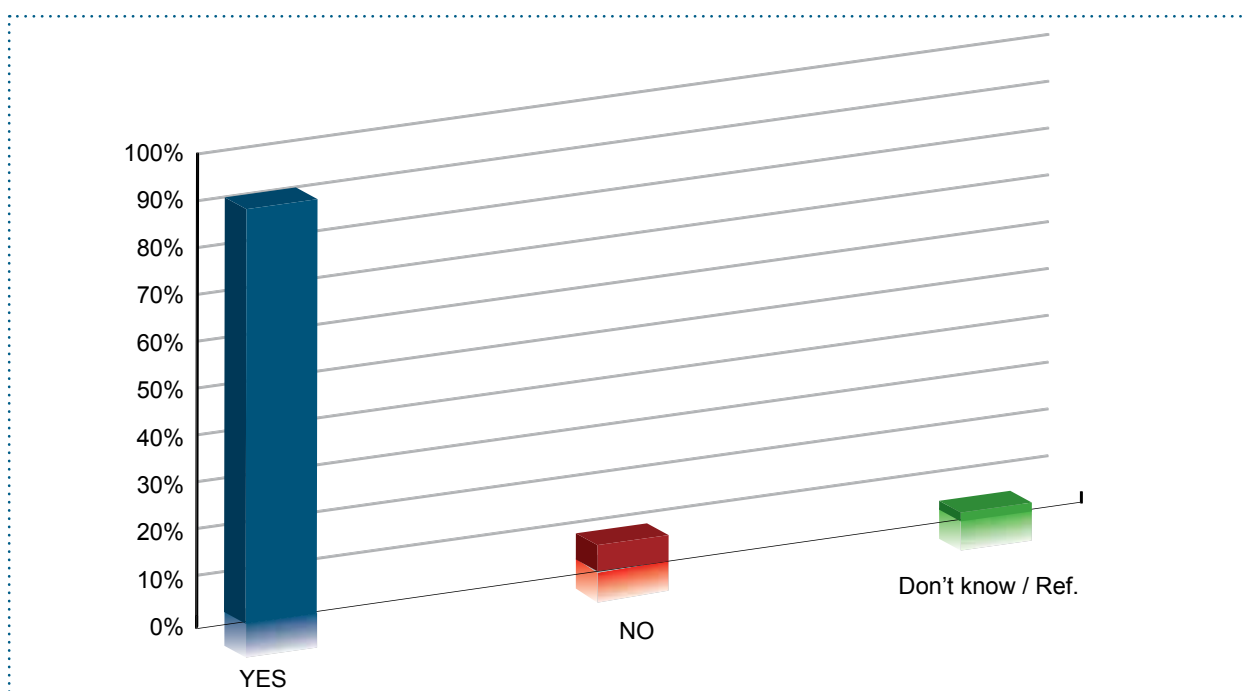


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#### 4. Are you able to obtain all services you need from the OSS?

##### Q-4. Are you able to obtain all services you need from the OSS?

Yes	No	Don't know /Ref.
92.3%	6.8%	0.9%



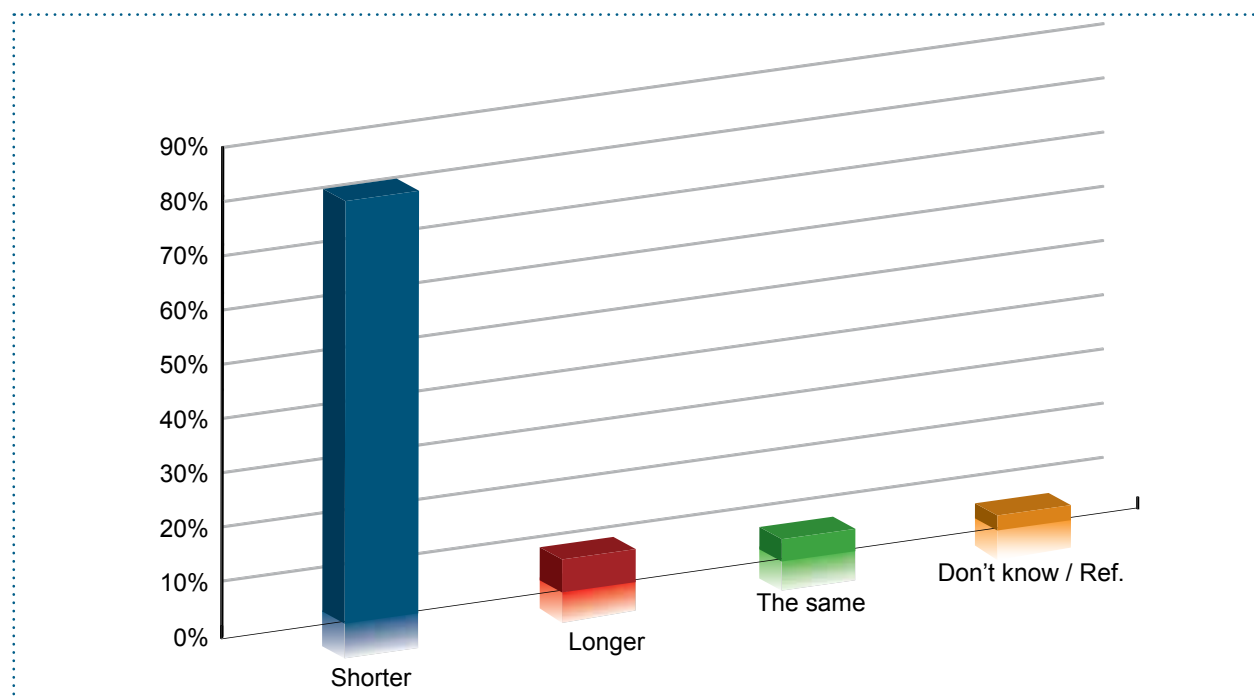
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EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 5. Currently, does it take longer or shorter getting the services from the OSS?

### Q-5. Currently, do you wait longer or shorter getting the services from OSS?

Shorter	Longer	The same	Don't know /Ref.
82.7%	6.8%	6.4%	4.1%



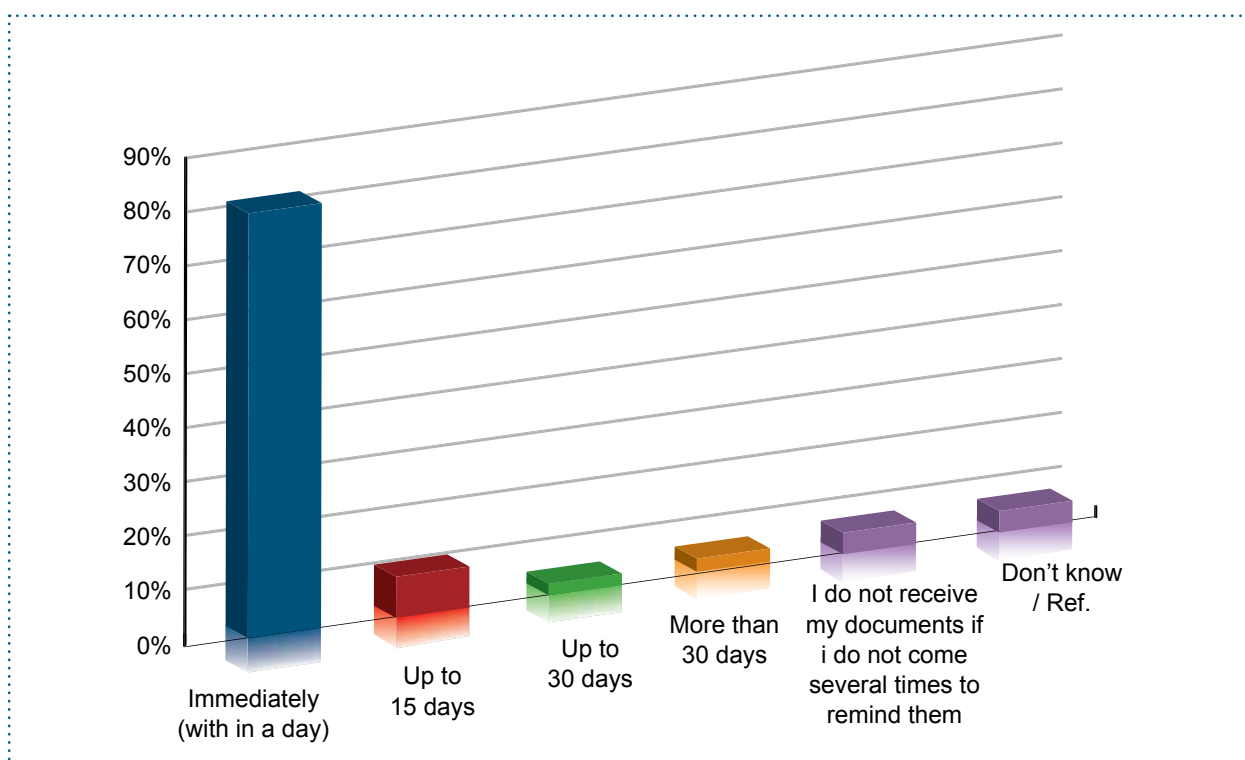
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EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 6. How long does it take to obtain a service at the OSS?

### Q-6. How long does it take to obtain a service at the OSS?

Immediately (within a day)	Up to 15 days	Up to 30 days	More than 30 days	I do not receive my documents if I do not come several times to remind them.	Don't know / Ref.
83.6%	6.8%	0.5%	0.5%	3.6%	5.0%



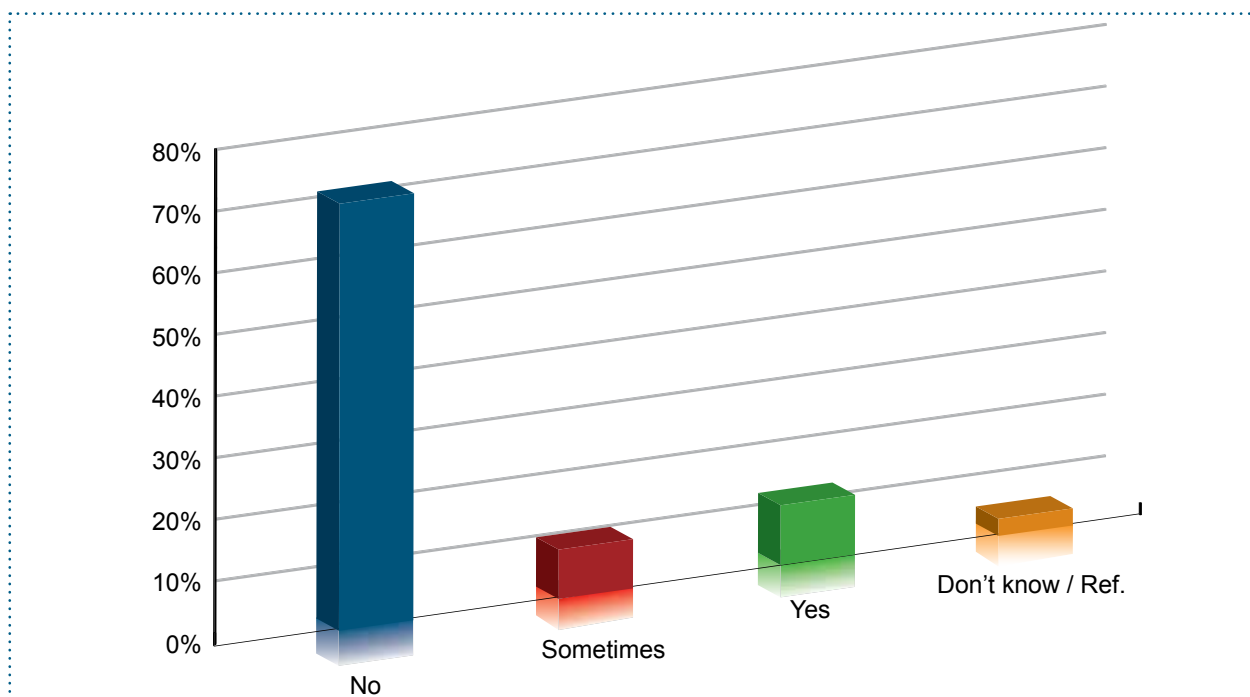
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## 7. Do you still need to run up and down in the departments in order to obtain the services?

### Q-7. Do you still need to run up and down in the departments in order to obtain the services?

No	Sometimes	Yes	Don't know /Ref.
71.4%	12.3%	12.7%	3.6%

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

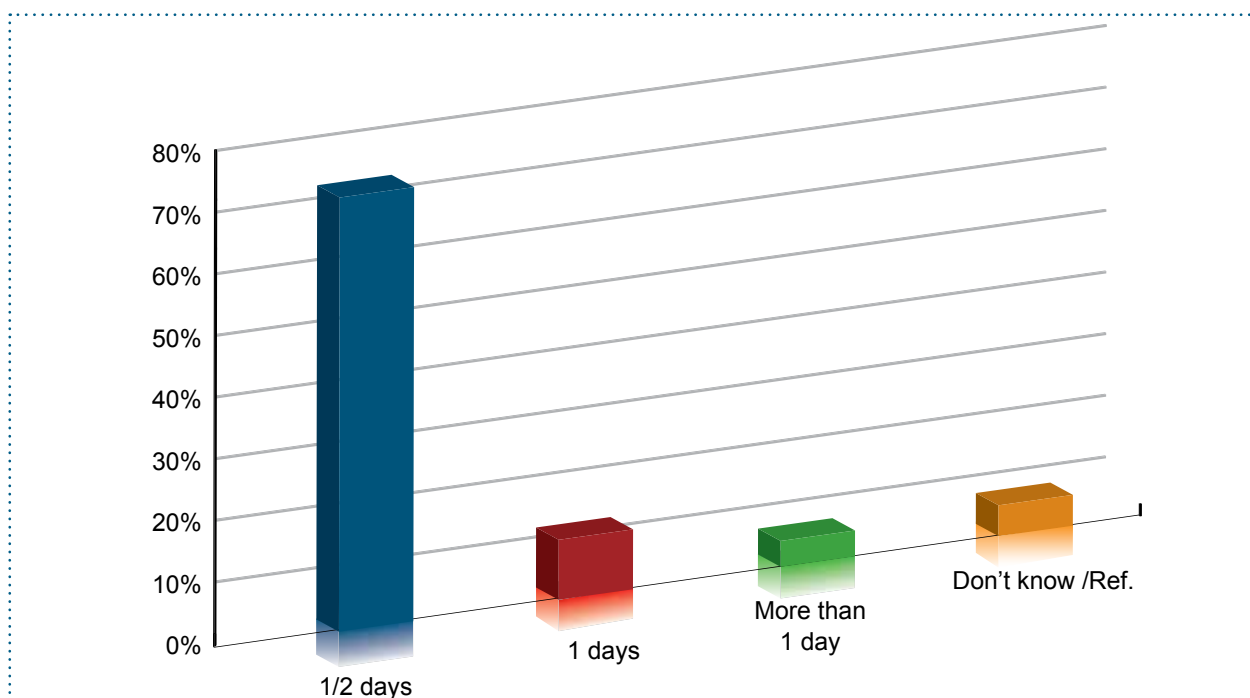


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#### 8. How long does it take to prepare the required documentation in order to obtain a certificate (any type of certificate)?

Q-8. How long does it take to prepare the required documentation in order to obtain a certificate (any type of certificate)?

1/2 days	1 day	More than 1 day	Don't know /Ref.
74.1%	13.2%	6.5%	6.4%



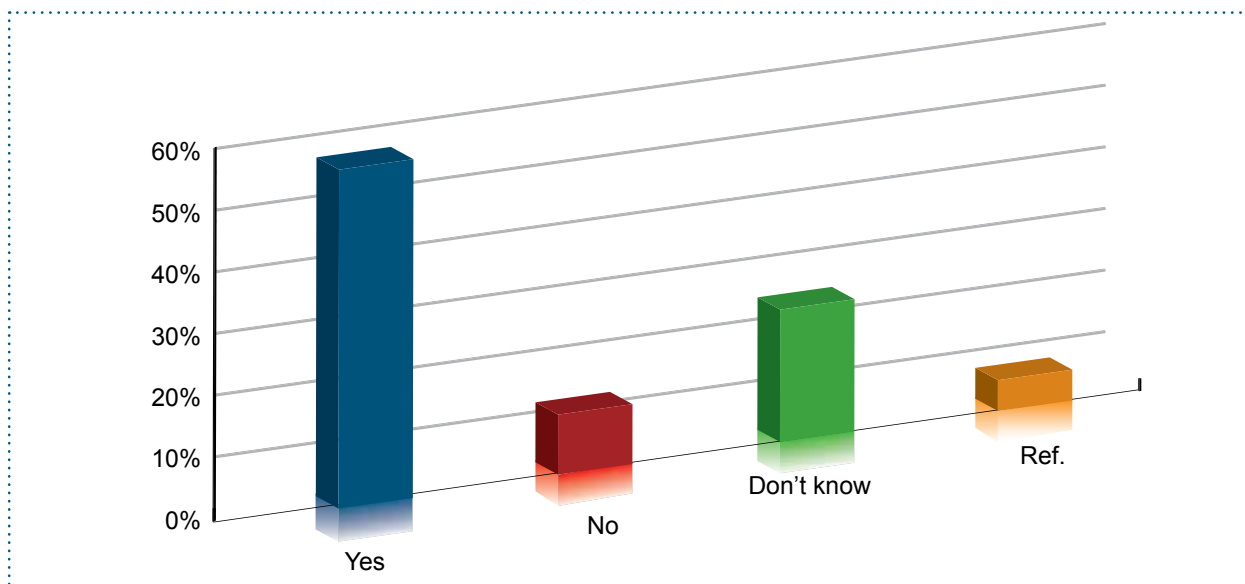
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EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

### 9.a. Are the forms available on the web?

#### Q-9a. Are the forms available on the web?

Yes	No	Don't know	Ref.
56.8%	13.6%	23.6%	6.0%

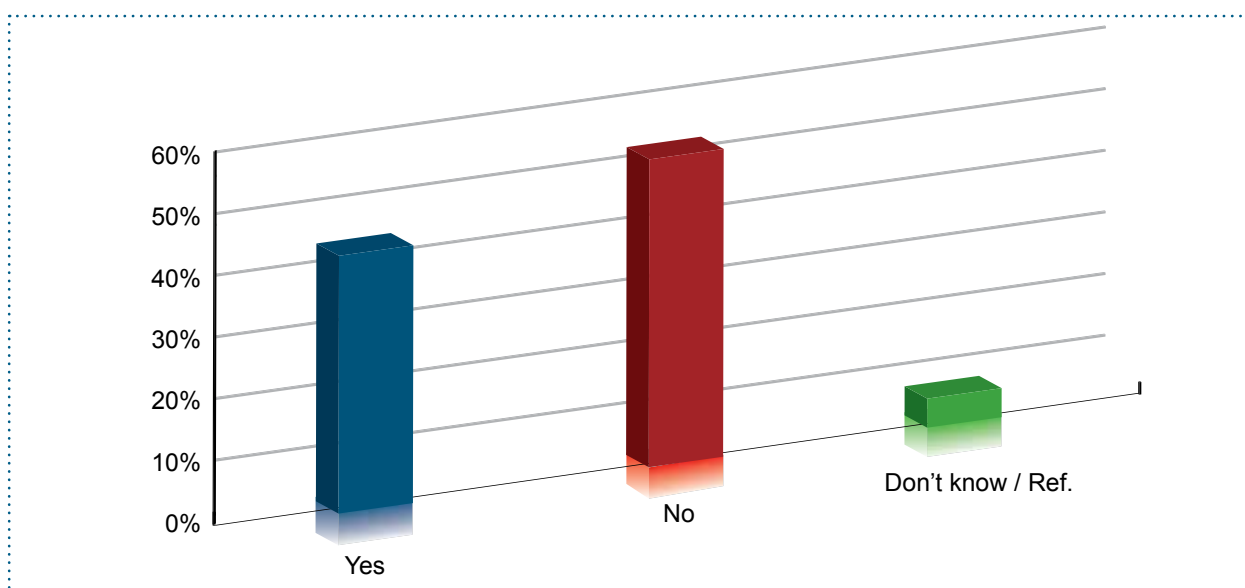


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### 9.b. Did you use forms from the web?

#### Q-9b. Did you use forms from the web?

Yes	No	Don't know / Ref.
44.1%	52.3%	3.6%



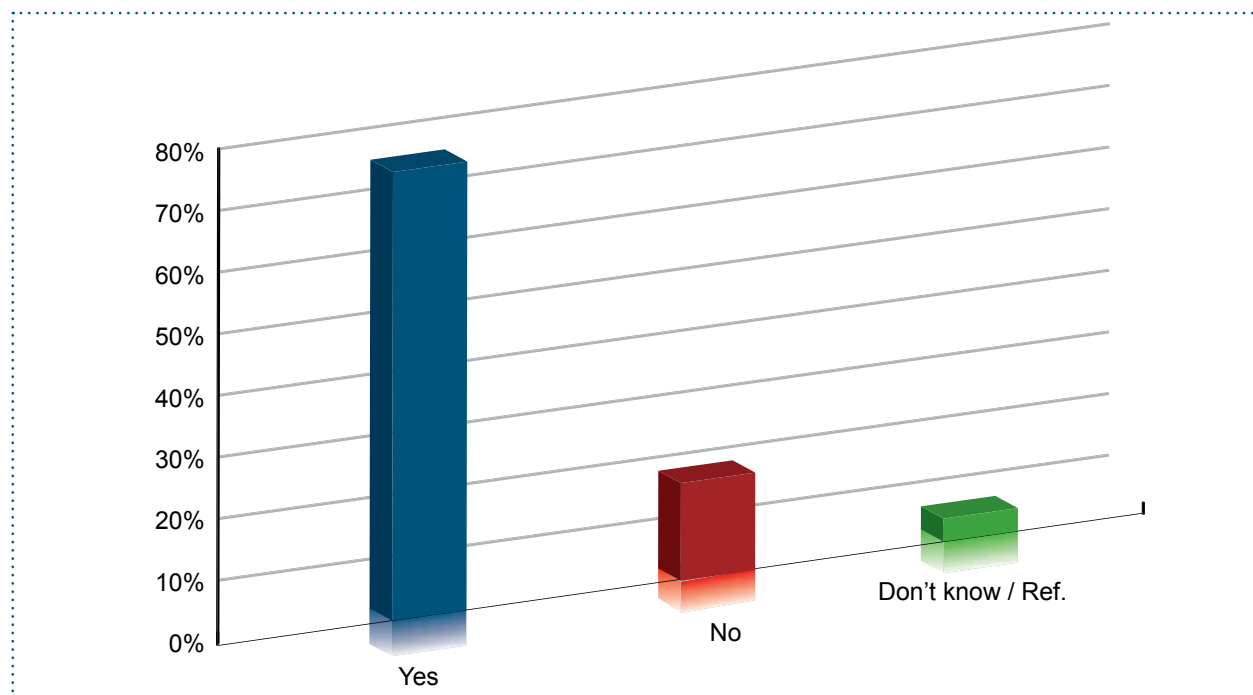
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EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## 10. Are you informed about the prices that you have to pay for the OSS services?

### Q-10. Are you informed about the prices that you have to pay for OSS services?

Yes	No	Don't know /Ref.
77.3%	19.1%	3.6%



N = 220

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

## ANNEX 3 - FEES AND SERVICES

Department	Service
General Administration	Birth certificates
	Marriage certificates
	Death certificates
	Certificate on the marital status
	Certificate of residency
	Certificate on the family status
	Certificate on the family care
	Certificate on the family care living abroad
	Certificate of citizenship
	Certificate of death confirmation
	Certificate of covering funeral expenditures
	Certificate that a couple lives together without official marriage
	Certificate of the authorization
	Certification of a copy of the original document (1 text page)
	Certification that one is alive for a purpose of pension extension abroad
	Certification of the residency confirmation
	Certificate for residency announcement
	Certificate of the family relationship
	Certificate of the nationality confirmation
	Certificate of temporary residency
	Certificate of the confirmation of invitation- to the family visitors
	Certification of the municipal interest for purchase of the real estate property
	Declaration of the witnesses
	Certificate of the financial resources, wages for children and that the person is alive
	Certificates for the purpose of use abroad
	Certificate of identity
General Administration services requiring administrative procedure	Change of the name and surname
	Spelling of the name and surname
	Late registration of birth and death
	Marriage ceremony outside of the municipal building
	Complaints against the act-decisions of the first step
	Issue of a copy of the original document from the municipal archive
	Certificates and other official documents
	Marriage ceremonies
	Other ceremonies held by municipal officials

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

Inspection	Consent for minimum technical-sanitary conditions for the businesses per m2
	Consent for technical acceptance
	Inspection of the petrol filling stations, swimming pools, vehicle cleaning and services facilities
	Inspection of the industrial pollutions and other pollutions
	Inspection outside of the city upon the request of the citizens
	Inspection within the city upon the request of the citizens
	Construction inspection
	Trade inspection
	Municipal and public services inspection
	Sanitary inspections
	Agriculture inspections
	Veterinary inspections
	Taxes related to the agriculture
	Request for conversion of the agricultural land
	Request for temporary conversion of the agricultural land
	Permissions for sale of agricultural products
	Permit for use of water resources
Public Service	Services related to property and vehicle parking
	Request for permit to intervene in the public infrastructure – urban ground and road drilling with the aim of sewerage connection, instalment of the underground cable network, instalment of the TV antenna , instalment of the electricity cables etc.
	Use of the public space for instalment of the assembling facilities
	Instalment of kiosks and other assembling facilities in the public spaces, for the purpose of business activities,
	Instalment of assembling garages for vehicles ,
	Display of the ice-cream refrigerators and similar facilities ,
	Display of mobile stands for book selling
	Instalment of the telephone cabins in the public spaces,
	Use of the public space, in front of the business and hotel facility (display of the tables in front of the coffee bars)
	Use of the public space for display of the fast food mobile facility ,
	Use of the public space for display of the mobile tents
	Use of the public space for instalment of the children playground
	Use of the public space for instalment of static generators for benefit purposes
	Display of advertisements and murals in the city ,
	Display of advertisements and murals with lighting in the city ,
	Display of advertisements outside of the city, annual fee
	Display of the advertisements with lighting outside of the city
	Display of advertisements in the vehicles ,
	Display of advertisement screens

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

Cadastral Services	Change of the nature of the land in another parcel of land without a measure
	Division of the parcels
	Joining parcels
	Measurement of the buildings
	Measurement of the pieces of the buildings
	Determination of the parcel boundaries
	Re-arrangement of the parcel boundaries
	Issue of the certifications from the cadastral database, in text or in graphic according to the requests made to the Cadastral Office
	Property certificate
	Copy of plan for a parcel
	History for a parcel
	Office work according to the request of the citizens
	Identification of the cadastral units in the field
	Check and entering of the data from the field for the cadastral units
	Special geodesy requests
	Entering of the data in the field from the urban plans for individual facilities
	Entering the data in the field from the urban plans for residential facilities, collective buildings and business facilities
	Determination of the boundaries in the field when the expropriation has taken place
	Determination and measurement of the boundaries
	Geodesy database
	Registration of the amendments (the owner of the property ) according to the amendments in the name, surname and the property rights on the real estate
	Registration of the property rights, ownership according to the transaction, according to the value of the transaction for the real estate property.
	Registration of the property, ownership according to the document to certify the gift
	Registration of the property rights on the real estate which is gained according to the decision of the administrative or court body
	Registration of the ownership according to the property rights division in the family heritage
	Registration of the ownership, according to the change in the real estate property
	Registration of the Mortgage
	Elimination of the Mortgage
	Registration of the right for use of the property- rent

EXECUTIVE SUMMARY	INTRODUCTION	GENERAL CONCEPT OF OSS	STAKEHOLDERS	OPERATION AND...	MANAGEMENT AND STAFF
FACILITIES	FINANCES	SERVICES	SUPPORT OF LOGOS	CONCLUSIONS AND...	REFERENCES

Urbanism	Regulation of the construction urban and non-urban land for building construction (destination residential and business facilities)
	Construction of individual garages and other support facilities for family needs
	Demolition- demolition of the buildings
	Regulation of construction urban and non-urban land for construction of business facilities with concession
	Public private partnerships on the municipal land
	Construction of temporary assembling facilities
	Change of the purpose of the building, from residential to business purpose
	Change of the purpose of the residential facility into a business facility, in the building which land is municipal property
	Identification of the cadastral parcel according to URP/UDP and issue of protocol
	Identification of the cadastral parcel in the urban and non-urban land in the municipality and issue of protocol
	Determination of urban criteria for construction of industrial facilities
	Determination of urban conditions- urban permit, for construction of collective and business facilities
	Determination of urban criteria- planning permit for construction of individual building
	Issue of consent for environment and environmental implications
	Issue of urban consent for temporary change of the destination of the agricultural land
	Requests for certificates
Culture	Use of the Cultural House "Isa Kastrati"
	Use of the hall
	Use of the conference hall
	Use of the hall for meetings and gatherings
	Use of the voice equipment
	Use of the hall for course lessons
Property Tax	Provision of information related to property tax obligations
	Re-printing of the property tax bills
	Certificate of the property tax payment
	Certificates for the payment of the vehicle taxes



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