

## A WORD FROM THE PROJECT DIRECTOR

*Đorđe Staničić, Secretary General, Standing Conference of Towns and Municipalities - Serbian Association of Towns and Municipalities – SCTM*

“Without doubt important changes are waiting for Serbia as a state and as a society. In the context of efforts towards comprehensive reforms initiated by approximation to the European Union as well as expressed objections and needs of the citizens and business community, the improvement of public administration and business environment represent an important step. Standing Conference of Towns and Municipalities and OPTIMUS – Center for Good Governance, with key support by Swiss State Secretariat for Economic Affairs - SECO, concentrated on creating a better business enabling climate in cities and municipalities in Serbia through simplification of administrative procedures and creation of an online electronic registry on their internet sites. It is important to note that complementary processes and institutions dealing with regulatory reform exist also at the state level. Therefore, the project of improving environment for businesses at local level may be seen as part of the overall efforts to bring benefits to economy and the citizens at every level and on every occasion resulting from transparent regulations and efficient administration.



The goal of the project is long-term and all the stakeholders wish to sustain the achieved improvements after the project completion. That is why we constantly work with our partners, the local self-governments, not only on strengthening the institutional capacities but on strengthening the awareness on the importance of this process as well. Trainings of local public officials and constant promotion of principles pertaining to “smart” regulations are an indispensable part of activities. In passing these regulations one has to consider their economic impact and justification.

We believe that partnership between SCTM, OPTIMUS, local self-governments and the business community is the right way to achieve tangible results. Positive experiences and responses from our partner cities and municipalities confirm that view. We believe that other cities and municipalities will recognize the benefits of the reforms being implemented through our project and will show interest to realize them themselves. SCTM and OPTIMUS are entirely at their disposal with regard to that. Above all, it is our opinion that administration, economy and citizens have all the necessary capacities to make every city and municipality in Serbia a better and easier place to live and do business. It is up to us to assist them in achieving that.”



Ana Trbović

## MEASURES OF THE MINISTRY OF ECONOMY FOR IMPROVING BUSINESS ENABLING ENVIRONMENT AND STIMULATION OF ECONOMIC DEVELOPMENT

*Professor Ana S. Trbović, PhD, Dean of FEFA and Special Advisor to the Minister of Economy for Entrepreneurship and Competitiveness*

- Can you present some plans of the Ministry of Economy for improvement of the business-enabling environment and stimulation of economic growth, in addition to those presented in the media? What will be the impact of the planned measures on the sector of small and medium enterprises since they are the driver of economic growth?

Since transparency is the leading principle of work, all plans are public, but it is true that so far the most was written on the process of restructuring and privatization and work of public institutions that allocated the funds. It is a known fact that the Ministry of Economy has already published the draft new laws that will improve the process of privatization and bankruptcy as well as that it took active part in drafting the Law on Planning and Construction which will also be subject to public discussion while we are expecting the draft Labor Law soon as well. The last two laws are of key importance for improvement of business environment and investments.

Then what remains is the fight against a series of smaller regulations that are making the market competitiveness in Serbia difficult and unfair and are hindering growth. All these measures will be listed in the Action Plan for Improvement of Entrepreneurship and Competitiveness that will be elaborated in detail and it will accompany the brief strategic document of the same name. Since the measures under competence of several institutions are involved, that document will be adopted by the Government. Prior to that, we are planning a serious public discussion so that the representatives of the businesses, academic community and employees could submit their proposal and comments. Many of them will be integrated in this document beforehand since we are carefully reading the recommendations from the Grey Book of NALED, White Book of the Foreign Investors Council and the European Union's Annual Progress Report for Serbia in the accession process etc.

Finally, we are working intensively towards creation of financial support that will abolish discretionary authorization of the state and will be available to all enterprises since by granting guarantees the risk will be shared with commercial banks and in that way the cost of money will be reduced in terms of reduced interest rates. Similar financial support in cooperation with the private sector is the planned participation of the state in the venture capital funds for investment into innovative and fast-growing enterprises.

- Apart from your engagement in the Ministry, your main job is at the FEFA faculty where you teach Public Sector Management. What are the main oversights and obstacles to successful system of doing business in the public sector and in what way can they be overcome, in your opinion?

Some obstacles come in the form of regulations that are frequently unclear or purposely complex which leads to inefficiency and room for abuse. Other obstacles are the missing application of principles of meritocracy and professionalization in the public sector. One of the ways to provide more successful operation is the obligation to introduce corporative management and licenses for the members of the board of directors and directors general in the companies with majority state ownership and that is one of the initiatives of the Ministry of Economy. However, for professionalization of the government service, it is also necessary to amend the laws and perform depoliticization as well as to conduct functional analysis that would provide the necessary number of executives with required qualifications to perform those tasks.

**• To what extent is the regulatory reform important for taking the burden off the businesses and facilitating business operations? In what way will the planned measures of the Ministry in the area of regulatory reform affect the economic growth and efficiency of the public administration and to what extent are they in compliance with the other planned measures for economic recovery?**

Regulatory reform is the cheapest measure for economic recovery. There are serious regulatory barriers to doing business, especially in the current regulations regarding construction and labor legislation but many others that represent a cost for the economy and are wasting the time, money and effort that businesses could invest in a more productive way if the state simplifies business operations. Many regulatory reform measures are concerned with improvement in the public administration's work process. Thus, they will directly affect the improvement of the public administration operation in delivering the services to businesses and citizens.

**• What is your opinion about the role of the local government in unburdening of businesses, especially since the national regulations are not in some sort of limbo, but they are implemented in most cases at the local level? How important is the regulatory reform of the local regulations and administrative procedures in order to reduce the business costs and the waiting time for various permits and decisions?**

It is extremely important for the local government to get involved as an active partner and that is exactly what we asked at the meeting of the Network of local offices for economic development.

**• It is a known fact that the process of issuing building permits and other permits in the area of planning and construction is complicated, inefficient, corruptive and non-transparent which is reflected in Serbia's 175th position in the World Bank's ranking from the Doing Business Report. What does the new Law on Planning and Construction bring and in what way can the implementation of this law and the accompanying bylaws be improved by the national and local administration?**

The draft of this law simplifies the procedures for issuing permits and offers the clear solution for conversion issue. It is not possible to stipulate everything in the law but the lessons from the previous law were definitively taken into account and the law specifies the deadlines and penalties for taking no action in different phases of the permit issuance process. This time the consulting engineers were also consulted since they are working on construction projects in accordance with the law. The standards of the International Federation of Consulting Engineers (FIDIC) were also applied since they constitute the best practice.

**• You have plenty of experience as a consultant for competitiveness, investments and improvement of labor in the private entrepreneurship sector. What would you suggest the local government units to do in order to become more competitive and improve their operations, thus creating conditions for attracting investment?**





That is precisely what I have been doing at one time. I was helping the municipalities to establish a different relationship with businesses – to represent their municipality by having good operating administration providing information on the available labor force and investment opportunities instead of geographic coordinates and the picture of the mayor, as was often the case previously. I have excellent experience that shows if there is a bit of good will, the municipalities can become very efficient and help ensure more successful economic development. The economic situation is difficult all over Europe, especially here. That is why it is even more important to provide the best conditions for doing business and in that way, stimulate investment and employment.

## LESKOVAC ADMINISTRATION ASPIRES FOR WORK DESKS “WITHOUT DRAWERS”

*Interview with Goran Cvetanović, Mayor of Leskovac*

• **What are the crucial advantages of implementing the project “Improving Environment for Businesses at Local Level through Regulatory Reform” in your city? What are your personal expectations in this project implementation?**

Owing to the implementation of this project, businessmen make major savings in money and time. One of the ways to achieve that is to obtain the documentation ex officio. Clients will no longer have to visit a number of windows in different institutions in order to procure the required documentation. The city administration employees will have to perform that part of the job instead. A client files a request at one window and collects a completed decision, permit, etc. within a specified timeframe.

Another important advantage of the project implementation is setting up of an electronic registry of administrative procedures on the City’s website, to comprise all administrative procedures falling into the City’s scope of responsibility. Assisted by the registry, clients may find detailed information as to the documentation required for issuing a decision or permit, the amount of charges, the numbers of accounts for the payment of such charges, and the information about the city administration employees in charge of the documentation issue. It will be possible to submit some requests electronically.

We expect to have the time required for obtaining permits, decisions and other documentation significantly reduced, which will result in savings for both citizens and businesses.

Our goal is to have work desks “without drawers” in local administration, i.e. the employees to issue documentation within a day, provided that a client submits complete documentation. The local government intends to create an efficient, mobile and cost-effective administrative mechanism.

• **In your opinion, who plays the critical role in a successful project implementation in your city?**

The critical role in successful project implementation rests with the employees in charge of implementing administrative procedures and heads of city administrations. Some of the employees show resistance to



the changes in the manner of work, which may be a setback for successful project implementation, but it also poses a challenge to the heads and City Council in this ambitious initiative.

**• In which area, within the competence of local government, is regulatory reform best reflected, or which are the segments on the local level that need to be subjected to considerable procedure-wise simplification?**

The greatest benefits from the implementation of regulatory reform will be enjoyed by construction and urban development departments. The administrative procedures primarily related to issuance of location and construction permits, certificate of occupancy, legalization, occupancy of public spaces and certain procedures in the area of environmental protection need to be subject to considerable procedure-wise simplification.

**• To what extent will the results of this project help directly or indirectly attract investors? Are there any results yet?**

Investors will be enabled to run their business within a short period of time as the procurement of documentation will be easier and simpler. Therefore, we expect to have new investments in the forthcoming period. A possibility for a case to be processed in a simple, clear and transparent manner at any time will build-up the trust of business sector in the City Administration and bring on the adoption of important decisions on new investments or expansion of capacities.

**• What is, according to your past experience, the weakest link in a chain local government-economy-citizens, that may pose a challenge during the project implementation, but afterwards as well?**

A lack of interest shown by employees in implementing regulatory reforms and slow adaptation to changes represent the greatest obstacles for a successful project implementation. Insufficient awareness, on the part of citizens and businessmen, of the project and its advantages may diminish the overall effect to be achieved by its implementation, which may also affect the project sustainability in future. We will pay particular attention to all of the above in order to minimize adverse effects. Likewise, the use of modern technologies, computers and web applications is challenging at work mainly to elderly employees. They are still trying to adapt to a new method of work and fewer hard-copy documentation. It is all a painstaking process, but we are firmly resolved to carry it through against all the odds.







## EFFICIENT COMMUNICATION BETWEEN ALL DEPARTMENTS

*Interview with Gorica Petrović, Head of Municipal Administration in Gornji Milanovac*

- In which way will the project “Improving Environment for Businesses at Local Level through Regulatory Reform” improve the investment climate in your municipality? What are your personal expectations concerning the implementation of this project?

First of all, we are honored that both SCTM and OPTIMUS identified the municipality of Gornji Milanovac as partner in the project exactly for the national association’s positive assessment of the noticeably improved municipal administration’s work and improved investment climate. So, by participating in the implementation of this project we continue with the advancement of efficiency of the bureaucratic processes, starting from receiving the party’s request all the way to the final reply, i.e. decision upon request.

Of course, before the current project activities, a lot of measures were conducted in the previous period to facilitate the project implementation: we provided modern conditions for submission of request by a party – we prepared a reception hall, we improved our IT by completely modernizing our computer equipment, we introduced new computer programs and trained all employees to use them. Also, we are removing impermissible deficiencies caused by human factor, namely, irresponsibility and rudeness of employees. We are improving efficiency in communication between all departments. The parties have access to required templates and forms on the official website. As for the improvement of investment climate, we are prepared to invest the most effort into development of that bureaucratic procedure through departments for property and legal issues and urban planning in order to draw attention of all those who could consider Gornji Milanovac as economic base. At the same time, we would simplify the resolution of new requests pertaining to the operation of the existing economic entities.

Thus, through the implementation of this project we expect to take some burden off the parties regarding the acquisition of documents so that certain documents within the competence of municipal administration could be used by the employees ex officio. Then it is necessary to shorten the deadlines by developing procedures independent of the municipal administration but dependent on other republic authorities representing the condition for resolution upon request. In that way, these indirect processes with other bodies would need to be developed and specified through contracts including the deadlines and taxes/fees as well as their collection in one place.

Finally, and according to my personal belief, we are working on creation of ideal conditions, based, of course on legal regulations, so that a party can receive the reply regarding his/her request in the shortest possible time, by home delivery or electronically. In that way, the party will feel acknowledged and satisfied with gained trust in the local administration.

- **What is the impression that the businesses and the citizens of your municipality gain about the local administration through their daily contacts? Considering your official function, can you be objective and to what extent regarding the relations municipal administration – citizens - businesses?**

Since you wanted me to be objective on the topic, I will start from myself and share with you the impressions from my point of view: when I was in a role of the third party, not only in local administration but some other government organizations, and based on the talks with my heads of departments who are in official contact with third parties, I think that the general situation is bad and requires significant changes. I also think that the municipality of Gornji Milanovac is on the right track and we are working hard on ensuring some evident progress through our participation in this project and many other factors. I will be satisfied only when the citizens gain trust in their local administration as an efficient and professional public institution.

For way too long we had a negative public opinion about bureaucracy in the national bodies and local governments throughout Serbia. Without doubt, that was for a good reason. The citizens are disappointed and tired of waiting in halls, collecting documentation and unprofessional attitude of the civil servants. The change of the public opinion about any changes or progress in administrative processes i.e. processing of documentation will also last for a long time. We must regain the trust of the citizens and the reputation of the institutions at all levels. That can be achieved only if the legal processes are rationalized and if the employees in the republic and local administrations realize that they are not performing the tasks in their own interest but in the interest and at the service of the third parties.

- **In which area, within the competence of local government, is regulatory reform best reflected, or which are the segments on the local level that need to be subjected to considerable procedure-wise simplification?**

Regulatory reform is necessary first in the area of construction and urban development planning, namely simplification of the processes for issuance of location and construction permits. In these procedures, depending on the type of building, the laws stipulate prior meeting of requirements of public enterprises and institutes, approval from the Ministry of Interior and the like which can affect the duration of the procedure. In most cases of issuance of permits the legal deadlines for making a decision from the day of submission of complete request are complied with but that is not sufficiently helpful to the investors since it takes too long to meet the requirements and obtain the consent prior to that.

- **How can the employees of the local administration be motivated to provide full and continuous contribution to the project implementation, setting up new work standards and increasing efficiency?**

For a long period we made staff education and training our priority, starting from seminars to enhance team work, advancement in IT, sessions on eradication of bribery and corruption, application of the Law on Administrative Procedure etc. The idea is that all these things together should be applied in practice i.e. we don't want these trainings to remain as notes from the seminar; we want that knowledge to be adopted. Moreover, each training implied passing the test and obtaining a certificate as proof to the managers that the employees passed the training. I believe that knowledge should help the project implementation. Secondly, heads of departments should play an important role in motivating employees through application of work orders, which is a precondition for reward or suspension i.e. more accountable and efficient work.

- **Are you prepared to share your experience gained through project implementation with other towns and municipalities? Would you recommend the participation in regulatory reform project implementa-**



## tion to other towns and municipalities?

Of course, we would be honored to do so, with pleasure. We are always proud when the municipality of Gornji Milanovac is viewed as an example of good practice or as a “pilot project”. We are in constant and active coordination with the Standing Conference of Towns and Municipalities, Regional Agency for Spatial and Economic Development of the Districts Raska and Moravica, National Association for Local and Economic Development NALED and the US state agency USAID. We are actually searching for new projects, watching out for the competitions and applying for many projects through the department established for the purposes of project implementation and development. We are ready and we want new things, we want changes and improvement.

### • What are the project plans for the future?

Rationalization of documents, contracts stipulating procedures that depend on the competent bodies, collection of taxes/fees in one place, e-procedures, acknowledging proposals and remarks of the citizens and removal of potential deficiencies.

## WHY IS THE LOCAL REGULATORY IMPACT ASSESSMENT NECESSARY?

### What the Administration Looks Like Today

There is a lot of criticism concerning the administration whether on republic, autonomous or local level. In practice, the citizens and businesses are most often found face-to-face with the local civil servants working in the similar way as they did 50 years ago. Occasional reforms through different projects, without systemic and comprehensive approach and permanent training of the employees have “frozen” the local administration in the last several decades of the twentieth century.



The impression is that back in the eighties the quality of the regulation on the local level and the effects it could produce as well as the consultation process (mandatory public discussions) were taken more into account than today. One of the reasons is the continuity of the local governments' development that did not depend on the change of the ruling political structures. This statement does not imply the author is against democratic reforms but that he would like to point to the lack of continuity in the administration's quality of work due to the frequent political changes which greatly affects the quality of the new regulations and other legal acts. All political options have common pre-election slogan on the establishment of modern and efficient local administration. Thus, when the political changes occur, in many cases the reforms are addressed from scratch as if the world, along with the administration, did not exist before that. Due to that, both the bad and the good practices are abandoned.





Another problem is the missing planning process in adoption of the regulation that does not exist in the real (legal) sense of the word. Regulation adoption is often not preceded by adequate problem analysis or impact analysis for the area to be regulated. Frequently the acts are adopted in contrast with other, local and national regulations, with confusing and unclear content. Lack of transparency and consultations with the stakeholders during decision-making is an unwritten rule in local administration's operations.

## What is Regulatory Impact Assessment?

Regulatory Impact Assessment (RIA) is one of the instruments used in passing new regulations i.e. amending the existing ones that should provide detailed and comprehensive assessment of the potential impact the specific regulation could have on economy, citizens and society as a whole, i.e. it should provide an answer



whether a regulation will achieve the desired goals and at what cost. The purpose of implementing the Regulatory Impact Assessment is to adopt regulations of better quality, the so called "SMART" regulations, through systematic analysis of advantages and risks of passing the regulation and assessment of the costs and benefits in case the said regulation is not adopted. "SMART" regulations, especially in the area of economy aim to create better business environment, attract investments, generate new jobs and stimulate start-ups and development of SMEs.

The essence of RIA is to adopt good, SMART regulations, acts that stimulate economy, simplify citizens' contact with administration, remove the red tape from administration that needs to be mobile and simple and be sufficiently responsive to citizens and the business sector. Often there is no point in passing a regulation if the goal can be achieved in a simpler i.e. less expensive way.

## Why is RIA Important for the Local Level?

RIA contributes not only to strengthening of business environment on the local level but it also permeates other areas of life: health, environment, social welfare, people's safety. This means that when drafting regulations of genuine importance for citizens, businesses and local community as a whole, one should consider the following:

- selecting the best of several offered options
- reducing the time and cost of regulation implementation
- reducing and revoking taxes/fees that are not stimulative
- consultation process; encouraging businesses and citizens to become involved in the process of drafting regulations through organizing good-quality public debates and other kinds of consultations
- motivating and mobilizing the civil servants to leave the labyrinth of bureaucracy that became obsolete and was overrun a long time ago.

Introduction of the regulatory impact assessment on the local level would allow, among other things, to consider the consequences before they even appear and when there is still a choice among several offered options. Furthermore, the introduction of RIA would contribute to better planning of regulation adoption. **Adopting partial and ad hoc solutions integrated into legal acts that are enacted in order to "put out the fire" would be a thing of the past.** In that case, not even the frequent political changes would have much effect on the already established processes in the local government.



The Government of the Republic of Serbia recognized the importance of “SMART” regulations so the Proposal of the “Regulatory Reform Strategy for the Republic of Serbia for 2013-2016” stipulates the introduction of regulatory reform and RIA also on the local level through the obligation of the regulatory bodies to draft the regulations in line with the principles of good regulatory practice as well as to conduct RIA for local regulations. After the adoption of the Strategy, the challenge will be to implement RIA and train the employees in the local government who have no knowledge about what the regulatory impact analysis is, what it serves for and why it is necessary to conduct this type of regulatory reform on the local level. Planning the RIA process on the local level, establishing regulatory bodies and employee education in over 150 local governments so that they could apply the principles of good regulatory practice and conduct RIA will pose a challenge for strategy implementation.

Applying RIA as an instrument to continuously create better regulations the application of which is feasible and useful, without negatively affecting the society is what awaits the local governments attempting to deliver good services to citizens and to be a stimulative partner to the business sector. Improvement and simplification of administrative environment with implementation of regulatory reform and local RIA should ensure economic development, increase the number of SMEs as well as attract new investments.

The stated reasons contributed to anticipating the application of the RIA principles in drafting the regulations on the local level within the component 2 of the project “Improving Environment for Businesses at Local Level through Regulatory Reform” implemented by OPTIMUS – Center for Good Governance in six local governments in Serbia. Preparation of methodology and manual are under way and they will be tested in cities and municipalities within the project. Hopefully, they will be of use to the local governments in Serbia later on to improve the local normative framework. However, this will be the topic of one of the following newsletters!

**OPTIMUS Team**

## “ONE PAPER MISSING” – SERBIAN ADMINISTRATION SYNDROM

Capital intended for investment is one of the rarest “natural species” in today’s business world. There are plenty of room, people and incentives for investment at different meridians – but there is even more cautiousness in every potential investor. For generating each new job, the investor must get a royal treatment and a whole spectrum of incentives. Legal certainty, predictability, swift response and action, availability of information and compliance with agreements are sacred to investors.

With Serbian economy collapsing and drawing near bankruptcy, it would be justified to think that these cruel business truths have been recognized here as well. Unfortunately, the practice implies otherwise. Although in recent years they are trying to promote business enabling environment, local governments are still taking a “deliberate step” to meet the needs of investors and businesses. That “deliberate step” is usually at the pace which does not require too much change in the long-rooted methods of work and attitude towards the businesses and citizens.



## What is bothering the investors and the businesses?

More details on comments and proposals by entrepreneurs can be found in the reports concerning the focus groups held within the regulatory reform project in Novi Pazar, Leskovac, Kraljevo, Gornji Milanovac, Sombor and Loznica at <http://www.optimus.org.rs/dokumenti.php#reports>.

### Required Documentation – “One Paper Missing” Syndrome

One of the most frequent problems that citizens and businesses encounter in exercising their rights in the administrative bodies is the vagueness of documentation that needs to be submitted along with the request. Most often, the party does not receive complete information on the necessary documentation, and application forms are unclear and incomplete. It is often the case that due to the insufficient information and unclear forms the party has to bring additional documents several times. The so called “one more document” syndrome occurs which is also colloquially called “one paper missing (OPM)” and it directly results in additional time and money spent.

The “Telekom” company representative stated at one of the focus groups: “In order to build primary and secondary telecommunications network you must first obtain the permit with appropriate documentation. This documentation differs from one municipality to another and in each place we were told to go back and provide an additional document. We do not know beforehand which documents to prepare and we are spending a lot of time on that.”

What turned out to be good practice in fighting against this bureaucratic syndrome is full transparency while ensuring complete information through local governments’ websites, introduction of info desks, service centers that, along with good quality application forms and introduction of innovation and business standards, significantly reduce time and cost for realization of requests.

An example presented at the focus group of a construction company owner dealing mostly with construction of smaller buildings is devastating. Namely, the company hired an additional worker whose only task is to “fight” against administration in order to obtain different “papers” for the construction process.

Another example comes from the owner of textile industry business who waited for 6 months to get the reconstruction permit. The revenue that he could have earned during that time was not realized, and two planned jobs were not created. It is easy to presume all the damage created by such examples for the economy.



### Lack of Transparency and Information Provided to the Parties

One of the deep-rooted features of public administration’s work is non-transparency in operations which is a good way to hide and justify slowness, laziness, even corruption. The importance of transparency in local administration is seen in the fact that European Movement within the project “Good Government” is rewarding the most transparent local administration in Serbia in accordance with the norms of the Council of Europe. This year Municipality of Indija got the title of the most transparent local government.



At the mentioned focus groups, the businesses stated the importance of transparency in the work of the local governments, especially concerning the provision of information to the parties in what way, by what deadline and according to which procedure they may exercise some right. The “one paper missing” syndrome of Serbian administration survives due to the lack of transparency, i.e. the feeling of “empowerment” of the local employees who are not providing all the necessary information to the parties. By specifying these details in a publicly accessible way, more legal certainty/predictability is provided which is necessary for successful business operations of economic entities.

### Lack of Dialogue with Businesses and Citizens

A good dialogue between the local administration and the businesses would affect the creation of a more efficient, quicker and more responsible local government that would be tailor-made to businesses. Generally speaking, the business community representatives who took part in focus groups expect the local government to abolish or at least reduce the administrative barriers that hinder the normal business operations. That is possible only if the local government identifies administrative obstacles it established. Unfortunately, in most cases the local government is not aware that it is exactly its own administration that presents a significant obstacle for the work of economic entities which is contrary to the wish of all local governments to have good business environment and strong economy. The continual consultation process would enable the identification of existing barriers which is at the same time the precondition for their removal.

Furthermore, the consultation process in the area of adopting local regulations with the application of regulatory impact analysis principles would result in creation of better-quality regulations in which the effects of the application of regulations would be known in advance as well as the costs these regulations would incur for the economic sector. In that way the wish of the business representatives expressed at focus groups would come true i.e. that they would be most grateful if they could totally commit themselves to their core activities while local administration ensures quality service under their competence.

Through regulatory reform and setting up of electronic registry of administrative procedures on local governments' websites, the project “Improving Environment for Businesses at Local Level through Regulatory Reform” aims at ensuring implementation of administrative procedures in a quick, simple, transparent, financially-friendly and accurate way, complying with entrepreneurs' proposals and development of dialogue.



HOME Page for electronic registry

**OPTIMUS Team**

