WeBER III
WESTERN BALKAN ENABLERS FOR REFORMING PUBLIC ADMINISTRATIONS

Funded by
the European Union

Austrian
Development
Agency

Area 5: Service Delivery and Digitalization

INDICATOR	TRANSPARENCY & CITIZEN-CENTRICITY OF SERVICE DESIGN AND DELIVERY
Sub-indicator 1	Citizen-centric service delivery
Sub-indicator 2	Service accessibility and availability of information on services
Sub-indicator 3	Digitalization of service delivery
Annexes	*Questionnaire for key informants' interviews*
	FOI requests

SIGMA PRINCIPLES AND SUBPRINCIPLES MONITORED

P19. Users are at the centre in design and delivery of administrative services

   a. The government establishes and co-ordinates a whole-of-government policy to continuously improve design and delivery of public administrative services, based on evolving user needs.

   b. Public administration bodies engage users to understand their needs, expectations and experiences and to involve them actively in the (re)design of public administrative services (co-creation).

   d. When designing and implementing new policies and services, the public administration ensures that unnecessary administrative burdens and costs are not being created.

   e. The public administration establishes service standards, defines them with users, communicates them to users, and regularly updates them to reflect changing circumstances and expectations.

   f. The public administration regularly monitors service quality against delivery standards and other metrics, to learn lessons and improve service design and delivery.

P20. The public administration delivers streamlined and high-quality services

   a. The public administration ensures that service delivery is streamlined for the maximum convenience of the service users.

   b. The public administration organises and offers public services in the form of "life events".

   d. Users have the legal right to provide the public administration with information and documents only once. The public administration applies this right consistently.

P21. Administrative services are easily accessible online and offline, taking into account different needs, choices and constraints

TEN
Think for
Europe
Network

CENTAR ZA
EVROPSKE
POLITIKE

Institute for Democracy and Mediation
Instituti për Demokraci dhe Ndërmjetësim
IDM

GROUP FOR LEGAL
AND POLITICAL
STUDIES

institut
alternativa

VANJSKOPOLITIČKA INICIJATIVA BH
FOREIGN POLICY INITIATIVE BH

European
Policy
Institute.
Skopje

CENTRE FOR
PUBLIC
ADMINISTRATION
RESEARCH
KDZ

a. The public administration applies omni-channel service delivery, combining online and (digitally-assisted) offline channels, so users have a seamless user journey with the possibility to interact digitally with any part of administration, if desired.

b. All potential users have physical access to high-quality public services within reasonable distance, through collaboration of involved public administration bodies and co-ordination across and within levels of government.

c. The public administration takes account of the diverse needs of different user groups in delivering services (including with respect to physical and intellectual ability, digital skills and language) and ensures there are no barriers to service access.

d. The public administration ensures that users can easily find their preferred channels and have easy access to information about their rights, obligations, services and the institutions providing them, for example through a service catalogue.

e. In their communication tools (websites, leaflets, forms, etc.) and in the context of administrative decisions, public administration bodies use concise and understandable language that conveys all relevant information in a manner appropriate to the diverse circumstances of service users (minority languages according to the law, visual and hearing impairments, etc.).

P22. Digitalisation enables data-driven decisions and effective, efficient and responsive policies, services and processes in the whole of government.

a. The public administration ensures leadership, co-ordination and capacity for the creation of effective, integrated and digital government strategies and services.

b. Public registries are digital by design, and data governance is coherent and systematic, to ensure the trustworthiness and high quality of data and access to it, with active use and sharing of data within the public administration and beyond.

d. User-friendly digital identity, digital signature and trust services, digital payment and digital delivery solutions are easily available to everyone, legally enacted, technically functional and widely used.

g. Mitigation of cyber security and privacy risks ensures data protection, in particular personal data protection, and builds public trust by applying prevention frameworks and building sufficient capacities.

i. The public administration actively collaborates with relevant stakeholders to enhance the re-use of digital solutions developed with public budget to boost a collaborative ecosystem for the provision and use of digital services economy-wide.

WeBER III
WESTERN BALKAN ENABLERS FOR REFORMING PUBLIC ADMINISTRATIONS

Funded by
the European Union

Austrian
Development
Agency

INDICATOR	TRANSPARENCY & CITIZEN-CENTRICITY OF SERVICE DESIGN AND DELIVERY		
General methodological remarks	*The scope of the entire indicator is limited to service delivery and digitalization in the central state administrations in the Western Balkans, meaning it does not cover sub-national administrations (local, provincial, regional etc.).* *For the Practice type of elements based on a sample, unless specified otherwise in the methodology of individual elements, the same 7 administrative services are observed to allocate points. These sample service includes:* 1. *Property registration* 2. *Company (business) registration* 3. *Vehicle registration* 4. *Passport issuance* 5. *ID card issuance* 6. *VAT declaration* 7. *VAT payment.* *For the Outcome and Impact elements 1.10, 2.17 and 3.6, 3 interviews with key informants are envisaged as a rule and are used as a basis for point allocation. For the Outcome and Impact elements 1.11, 1.12, 1.13, 1.14, 2.18, 2.19 and 2.20, points are awarded based on the results of the public perception survey conducted within the scope and for the purpose of the monitoring cycle. The public perception survey was conducted from the 1st of February until the 26th of February across all six Western Balkans administrations on a representative sample..* *If no information which is critical for point allocation can be obtained either through the review of websites stated in the data sources, or through the submission of FOI requests, research should hold interviews with central state administration bodies responsible for service delivery and digitalization, or responsible institutions to obtain missing data (unless it is clear from point allocation guidelines that points are allocated solely on public availability of required information).*		
Sub-indicator 1	**Citizen-centric service delivery**		
Element 1.1	**Formulation**	**Type**	**Data source**
SIGMA Principle P19.a	There is a strategic document in force that envisages the provision of citizen-centric service design and service delivery	Strategy and Policy	PAR Strategic framework
	Methodology		**Point allocation**
	Review of valid government strategic document at the time of measurement (strategy, programme, policy documents or similar) to determine whether improvements toward citizen-centric service design and citizen-centric service delivery are foreseen. According to OECD, citizen-centric means *that citizens' wants and needs drive policy decisions and public service provision*. As a result, citizen centric service		0.25 – Measures or activities for providing citizen-centric service design envisaged, with clear assignment of responsibilities 0.25 – Measures or activities for providing citizen-centric service delivery envisaged, with clear assignment of responsibilities

TEN
Think for Europe Network

CENTAR ZA EVROPSKE POLITIKE

IDM
Institute for Democracy and Mediation
Instituti për Demokraci dhe Ndërmjetësim

GROUP FOR LEGAL AND POLITICAL STUDIES

institut alternativa

VANJSKOPOLITIČKA INICIJATIVA BH
FOREIGN POLICY INITIATIVE BH

European Policy Institute. Skopje

KDZ
CENTRE FOR PUBLIC ADMINISTRATION RESEARCH

WeBER III
WESTERN BALKAN ENABLERS FOR REFORMING PUBLIC ADMINISTRATIONS

Funded by
the European Union

Austrian
Development
Agency

	design and service delivery entails citizens' involvement in the (re)design and delivery of public services, from inception to the implementation and evaluation.[1] Researchers identify relevant sections in the analysed strategic documents that contain information on specific measures or activities, with clear assignment of responsibilities. If no strategic document envisages actions towards citizen-centric service design and citizen-centric service delivery, no points are awarded.		*Maximum score: 0.5*
Element 1.2	**Formulation**	**Type**	**Data source**
SIGMA Principle P19.a	Regulations stipulate citizen-centric service design and service delivery	Legislation	Legislation on government, central state administration, service delivery, or other relevant primary or secondary legislation
	Methodology		**Point allocation**
	Review of valid regulations at the time of measurement to determine whether there is a requirement for a) citizen-centric service design and b) citizen-centric service delivery. Researchers cite sections/articles/paragraphs that pose such requirements, if any. In addition, and for narrative purposes, researchers note any exceptions to such requirements if they exist.		1 – Regulations stipulate citizen-centric service design 1 – Regulations stipulate citizen-centric service delivery *Maximum score: 2*
Element 1.3	**Formulation**	**Type**	**Data source**
SIGMA Principle P19.f	Regulations stipulate an obligation of service providers to keep and publish metrics of users' participation in service design	Legislation	Legislation on government, central state administration, service delivery, or other relevant regulations
	Methodology		**Point allocation**
	Review of regulations valid at the time of measurement to determine whether there is a requirement for service providers to a) keep metrics of users' participation in service design, and b) publish metrics of users' participation in service design. Researchers cite sections/articles/paragraphs that pose such requirements, if any. In addition, and for narrative purposes, researchers note any exceptions to such requirements if they exist.		1 – Keeping metrics of users' participation in service design stipulated 1 – Publishing metrics of users' participation in service design stipulated *Maximum score: 2*

---

[1] Good Practice Principles for Public Service Design and Delivery in the Digital Age (Observatory of Public Sector Innovation: 2022), https://engagement.oecd-opsi.org/engagement/processes/9/draft_versions/6.

Element 1.4	Formulation	Type	Data source
SIGMA Principle P20.d	Regulations stipulate application of 'once-only principle'	Legislation	Legislation on government, central state administration, service delivery, general administrative procedures, or other relevant regulations
	Methodology		**Point allocation**
	Review of regulations valid at the time of measurement to determine whether there is a requirement for public service providers to apply the "once-only principle" during service delivery. Researchers cite sections/articles/paragraphs that pose such requirements, if any. **According to OECD, the "Once Only Principle" means** citizens should only need to provide their data and documents once, through the use of registers and interoperable data exchange between public sector organisations. In addition, and for narrative purposes, researchers note any exceptions to such requirements if they exist.		1 – Regulations stipulate the application of once-only principle *Maximum score: 1*
Element 1.5	Formulation	Type	Data source
SIGMA Principle P19.a	Institutional responsibility for steering and continuously improving service design and service delivery at the central administration level is assigned	Institutional setup	Legislation on government, central state administration, service delivery, or other relevant regulations Acts on organisation of centre-of-government bodies and their organisational structures
	Methodology		**Point allocation**
	Review of regulations and acts on organisation of central state administration bodies and their organisational structures, valid at the time of measurement, to determine the central authority responsible for steering and continuously improving service design and service delivery.		2 – Central institutional responsibility assigned *Maximum score: 2*
Element 1.6	Formulation	Type	Data source
SIGMA Principle P19.f	Service providers collect and publish information on users' participation in service design	Practice	Official government (service providers') websites

			E-governmental portal on administrative services FOI requests
	Methodology		**Point allocation**
	Review of relevant official websites/e-governmental portal on administrative services to determine the collection and availability of information of user's participation in service design or redesign, **in the last two years prior to the assessment.** Collection and availability of information on participation in service design is measured using content analysis of relevant official websites, including reports issued by service providers. If information is not publicly available, researchers send FOI request to the central authority for service design and delivery, or to service providers based on the country's context, to verify the existence of the practice for collecting information on users' participation in service (re)design. **Points are allocated only if the information is publicly available.** Assessment of this element is done regardless of the result in the Element 1.3, i.e., even if keeping metrics of users' participation is not mandatory, researchers check whether such information is published.		2 – Service providers publish metrics on participation in service (re)design for at least 1 service **OR** 3.5 – Service providers publish metrics on participation in service (re)design, for more than 1 service *Maximum score: 3.5*
Element 1.7	**Formulation**	**Type**	**Data source**
SIGMA Principle P19.b	Service providers collect and publish users' feedback on their experience with service delivery	Practice	Official government (service providers') websites, e-governmental portal on administrative services, FOI requests
	Methodology		**Point allocation**
	Review of relevant official websites/e-governmental portal on administrative services, to determine the collection and publication of information on users' feedback on service delivery. Collection and availability of information on users' feedback, is measured using content analysis of relevant official websites and FOI requests, for a sample of services as follows:		1 - Channels for collecting users' feedback are available for 5 out of 7 sample services 1 – Basic information/data on users' feedback are publicly available for 5 out of 7 sample services 2 – Advanced information/data on

WeBER III

WESTERN BALKAN ENABLERS FOR REFORMING PUBLIC ADMINISTRATIONS

Funded by
the European Union

Austrian
Development
Agency

		users' feedback are publicly available for 5 out of 7 sample services

1. Property registration
2. Company (business) registration
3. Vehicle registration
4. Passport issuance
5. ID card issuance
6. VAT declaration
7. VAT payment.

If information on feedback tools is not publicly available, researchers send FOI request to service providers of the sample services to verify the existence of the practice for collecting feedback and information on users' participation in service delivery.

Availability of channels for collecting user's feedback refers to how public service providers gather input, opinions and suggestions from users regarding their experience with services by means of "screens, phone calls, virtual assistance or face to face assistance".[2] Digital screens (computers and smart phones) tools include comments for feedback, surveys, service ratings (stars, or emoji face expressions), etc. Non-digital tools include face to face polling, mystery shoppers, etc.

Publication of user's feedback refers to the publication of basic and advanced data on users' feedback for service delivery. Basic data on citizens' feedback includes information from at least one source, be it administrative data, survey data, civil society monitoring data, or another credible source. Advanced data on citizens' feedback are available if any of the following criteria are found:

- Citizens' feedback includes information from at least two different credible sources;
- Data is segregated based on gender, disability or other relevant issues (ethnicity in countries where this relevant, region, urban vs. rural, etc.)

To qualify for point allocation, any publicly available feedback should be no older than two years. All points are accumulative.

Maximum score: 4

[2] See Good Practice Principles for Public Service Design and Delivery in the Digital Age (Observatory of Public Sector Innovation: 2022), https://engagement.oecd-opsi.org/engagement/processes/9/draft_versions/6.

TEN
Think for
Europe
Network

CENTAR ZA
EVROPSKE
POLITIKE

IDM
Institute for Democracy and Mediation
Instituti për Demokraci dhe Ndërmjetësim

GROUP FOR LEGAL
AND POLITICAL
STUDIES

institut
alternativa

VANJSKOPOLITIČKA INICIJATIVA BH
FOREIGN POLICY INITIATIVE BH

European
Policy
Institute.
Skopje

KDZ
CENTRE FOR
PUBLIC
ADMINISTRATION
RESEARCH

Element 1.8	Formulation		Type	Data source
SIGMA Principle P.19.b	The administration uses citizens' feedback to improve administrative services		Practice	Official government (service providers') websites, e-governmental portal on administrative services
	Methodology			**Point allocation**
	Review of official reports of service providers' websites/e-governmental portal on administrative services and documentation **for the same sample of administrative services as in Element 1.7**, to determine whether user feedback, collected through various channels, is being implemented in practice for improving sample services. As evidence for the incorporation of citizens' feedback, data from the official documentation/reports of service providers need to clearly indicate that collected feedback was used in the entire service design and delivery cycle. Documentation can includes policy reports, policy papers, public announcements, etc.			3 – Reports identify evidence on incorporation of citizens' feedback to improve service delivery for 5 out of 7 sample services *Maximum score: 3*
Element 1.9	Formulation		Type	Data source
SIGMA Principle P20.d	Public service providers implement the once-only principle during service delivery		Practice	Official government (service providers') websites, e-governmental portal on administrative services
	Methodology			**Point allocation**
	Review of official websites/e-governmental portal on administrative services **for the same sample of administrative services as in Element 1.7**, to determine whether public service providers implement the once-only principle during service delivery. Once-only principle refers to reusing citizens' and businesses' data and documents across different services, reducing redundancy and administrative burdens.			3 – Service providers apply the once-only principle for 5 out of 7 sample services *Maximum score: 3*
Element 1.10	Formulation		Type	Data source
SIGMA Principle P19. a	Key non-state actors consider service design and delivery as citizen centric		Outcomes and Impact	Key informant interviews
	Methodology			**Point allocation**

	Researchers conduct interviews with key informants to assess whether service design and delivery are citizen-centric in practice. Additionally, researchers will evaluate whether channels for citizens' feedback are available for users to collect their experience and whether such feedback is used for improving service delivery. Non-state actors from civil society, academic community, professional organisations, media associations, investigative journalism outlets, as well as thematic experts can be considered for interviews. **Researchers identify 3 key informants to interview.** In addition to the conversation, result of which will be used to complement the assessment with qualitative insights, interview participants will be asked to fill in a short survey on the spot to express their position on mentioned issues, using a four-point scale - fully agree, tend to agree, tend to disagree, fully disagree. Point allocation will be determined based on the ratio of fully agree/tend to agree responses. Interviewees respond to the following statements: To what extent do you agree or disagree with following: 1. Service design and service delivery are citizen centric. 2. Channels for citizen feedback are available. 3. Citizens' feedback is used to improve service delivery.		1 – all interviewees agree that service design and service delivery are in general, citizen centric 1 – all interviewees agree that channels for citizens' feedback are available 1 – all interviewees agree that citizens' feedback is used to improve service delivery *Maximum score: 3*
Element 1.11	**Formulation**	**Type**	**Data source**
SIGMA Principle P19. b	Citizens' perception of their ability to influence service design	Outcomes and Impact	Public perception survey
	Methodology		**Point allocation**
	The results of the public perception survey are used as a basis for point allocation under this element. Researchers award points under this element based on the percentage of citizens who responded with "agree" and "strongly agree" to the following statement: **I have the opportunity to influence the development of public administration services.**		0.5 – 20%-40% of respondents responded with "agree" or "strongly agree" OR 1 – 40%-60% of respondents responded with "agree" or "strongly agree" OR 1.5 – 60%-80% of respondents responded with "agree" or "strongly agree" OR

WeBER III
WESTERN BALKAN ENABLERS FOR REFORMING PUBLIC ADMINISTRATIONS

Funded by
the European Union

Austrian
Development
Agency

			2 – more than 80% of respondents responded with "agree" or "strongly agree" *Maximum score: 2*
Element 1.12	**Formulation**	**Type**	**Data source**
SIGMA Principle P19. b	Citizens' perception of their opportunity to provide feedback on public service quality	Outcomes and Impact	Public perception survey
	Methodology		**Point allocation**
	The results of the public perception survey are used as a basis for point allocation under this element. Researchers award points under this element based on the percentage of citizens who responded with "agree" and "strongly agree" to the following statement: **I have the opportunity to share my opinion on the quality of public administration services I received with the relevant state authorities.**		0.5 – 20%-40% of respondents responded with "agree" or "strongly agree" OR 1 – 40%-60% of respondents responded with "agree" or "strongly agree" OR 1.5 – 60%-80% of respondents responded with "agree" or "strongly agree" OR 2 – more than 80% of respondents responded with "agree" or "strongly agree" *Maximum score: 2*
Element 1.13	**Formulation**	**Type**	**Data source**
SIGMA Principle P20. d	Citizens' awareness of the once-only principle	Outcomes and Impact	Public perception survey
	Methodology		**Point allocation**
	The results of the public perception survey are used as a basis for point allocation under this element. Researchers award points under this element based on the percentage of citizens who responded with "agree" and "strongly agree" to the following statement:		0.5 – 20%-40% of respondents responded with "agree" or "strongly agree" OR

	When requesting public administration services, I am not required to provide documents already held by the state (such as birth, citizenship, unemployment certificates, etc.).		1 – 40%-60% of respondents responded with "agree" or "strongly agree" OR 1.5 – 60%-80% of respondents responded with "agree" or "strongly agree" OR 2 – more than 80% of respondents responded with "agree" or "strongly agree" *Maximum score: 2*

Element 1.14	Formulation	Type	Data source
SIGMA Principle P20. d	Citizens' reported experience with the implementation of the once-only principle	Outcomes and Impact	Public perception survey
	Methodology		**Point allocation**
	The results of the public perception survey are used as a basis for point allocation under this element. Researchers award points under this element based on the percentage of citizens who responded with "disagree" and "strongly disagree" to the following statement: **The last time I requested a public administration service, I had to submit documents already held by the state.**		0.5 – 20%-40% of respondents responded with "disagree" or "strongly disagree" OR 1 – 40%-60% of respondents responded with "disagree" or "strongly disagree" OR 1.5 – 60%-80% of respondents responded with "disagree" or "strongly disagree" OR 2 – more than 80% of respondents responded with "disagree" or "strongly disagree" *Maximum score: 2*

	SUBTOTAL POINTS	32
Sub-indicator 2	**Service accessibility and availability of information on services**	
Element 2.1	Formulation	Type	Data source

SIGMA Principle P19.a	The strategic framework envisages enhancement of accessibility of services and availability of service delivery information	Strategy and Policy	PAR Strategic framework, and other strategic documents
	Methodology		**Point allocation**
	Review of valid government strategic document at the time of measurement (strategy, programme, policy documents or similar) to determine whether it envisages the enhancement of accessibility of services and availability of information on service delivery. Researchers identify relevant sections in the analysed strategic documents that contain information on specific measures or activities, with clear assignment of responsibilities. If no strategic document envisages actions towards the enhancement of accessibility and the availability of information, no points are awarded.		0.25 – Measures or activities for enhancing the accessibility of services envisaged, with clear assignment of responsibilities 0.25 – Measures or activities enhancing the availability of service delivery information envisaged, with clear assignment of responsibilities *Maximum score: 0.5*
Element 2.2	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.a	Regulations stipulate service provision through one-stop shops	Legislation	Legislation on governance, service delivery, government decisions, other relevant regulations
	Methodology		**Point allocation**
	Review of valid regulations at the time of measurement to determine whether there is a requirement for the establishment of either digital or physical one-stop shops for service delivery. Researchers cite sections/articles/paragraphs that pose such requirements, if any. In addition, and for narrative purposes, researchers note any exceptions to such requirements if they exist.		1 – The establishment of one-stop shops for delivery regulated *Maximum score: 1*
Element 2.3	**Formulation**	**Type**	**Data source**
SIGMA Principle P19.f	Regulations stipulate that service providers keep key metrics on the use of services	Legislation	Legislation on government, central state administration, service delivery, or other relevant regulations
	Methodology		**Point allocation**
	Review of valid regulations at the time of measurement to determine whether there is a requirement for service providers to keep key metrics on service delivery. As a minimum, the following set of metrics is observed: 1. service volume (*the number of units of services provided by service providers*);		0.5 - Collection of metrics on service volume regulated 0.5 – Collection of metrics on processing time regulated 0.5 – Collection of metrics on services costs regulated

WeBER III
WESTERN BALKAN ENABLERS FOR REFORMING PUBLIC ADMINISTRATIONS

Funded by
the European Union

Austrian
Development
Agency

	2. processing time (the amount of time it takes for service providers to deliver a service to users); 3. the cost of obtaining a service for the users. Researchers determine whether requirements exist in the valid regulations and cite sections/articles/paragraphs that pose such requirements, if any.		*Maximum score: 1.5*
Element 2.4	**Formulation**	**Type**	**Data source**
SIGMA Principle P20.b	Regulations stipulate provision of services in the form of life events	Legislation	Legislation on governance, government decisions, other relevant regulations
	Methodology		**Point allocation**
	Review of valid regulations at the time of measurement to determine whether there is a requirement for service providers to provide administrative services in the form of life events. Researchers determine whether requirements exist in the valid regulations and cite sections/articles/paragraphs that pose such requirements, if any.		1 – Provision of life-events services stipulated *Maximum score: 1*
Element 2.5	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.c,e	Regulations stipulate mandatory adaptation of service delivery to the needs of vulnerable groups	Legislation	Legislation on governance, government decisions, other relevant regulations
	Methodology		**Point allocation**
	Review of valid regulations at the time of measurement to determine whether there is a requirement for service delivery to be adapted to the needs of vulnerable population and people with disabilities. As a minimum, the following criteria must be met: 1. physical accessibility of service providers' buildings/premises; 2. information available in multiple formats (including at last two formats, such as written, audio/video, braille language etc.); 3. information available in all official languages in a country; 4. free assistance for targeted population (such as telephone lines, personal assistance/guidance).		0.50 – Physical accessibility of service providers' buildings regulated 0.50 – Information availability in multiple formats regulated 0.50 – Information availability in official languages regulated 0.50 – Free assistance for targeted population regulated *Maximum score: 2*

TEN
Think for
Europe
Network

CENTAR ZA
EVROPSKE
POLITIKE

IDM
Institute for Democracy and Mediation
Instituti për Demokraci dhe Ndërmjetësim

GROUP FOR LEGAL
AND POLITICAL
STUDIES

institut
alternativa

VANJSKOPOLITIČKA INICIJATIVA BH
FOREIGN POLICY INITIATIVE BH

European
Policy
Institute.
Skopje

KDZ
CENTRE FOR
ADMINISTRATION
RESEARCH

Being vulnerable is defined as in need of special care, support, or protection because of age, disability, risk of abuse or neglect.[3] Vulnerable populations include people with disabilities, minority groups, economically disadvantaged persons and elderly people.

Researchers determine whether requirements exist in the valid regulations and cite sections/articles/paragraphs that pose such requirements, if any.

Element 2.6	Formulation	Type	Data source
SIGMA Principle P21.d,e	Service providers publish basic procedural information on how to access public services online	Practice	Official government (service providers) websites, e-governmental portal on administrative services
	Methodology		**Point allocation**
	Review of relevant official websites/ e-governmental portal for service delivery **for the same sample of administrative services as in Element 1.7**, to determine if basic procedural information on how to access public services is publicly available online. Basic procedural information is interpreted as: 1. Description of the service; 2. Information on how to access it online and steps of the process; 3. Information on how to access the service in the physical location, by issuing the address, and working hours; 4. Free telephone help-line for further assistance; 5. Required documentation (incl. downloadable or online forms to be filled). **If a sample service is only digital as in point 2, point 3 is considered as met, and vice versa, if it can be obtained only at the premises of service providers as in point 3, point 2 is considered as met for point allocation purposes.**		1 – Description of the service is provided for 5 out of 7 sample services 1 – Information for online access available for 5 out of 7 sample services 1 – Information for physical access available for 5 out of 7 sample services 1 – Help-line telephone number available for 5 out of 7 sample services 1 – Required documentation specified and fillable forms available for 5 out of 7 sample services *Maximum score: 5*
Element 2.7	Formulation	Type	Data source
SIGMA Principle P20.a, 21.e	Service providers publish citizen-friendly guidance on accessing public services online	Practice	Official government (service providers') websites, e-governmental portal on administrative services
	Methodology		**Point allocation**

---

[3] See Vulnerabilities: Applying All Our Health (United Kingdom Government: 2022), https://www.gov.uk/government/publications/vulnerabilities-applying-all-our-health/vulnerabilities-applying-all-our-health

	Review of the relevant websites/e-governmental portal for service delivery **for the same sample of administrative services as in Element 1.7,** to determine if guidance on accessing public services is citizen-friendly.		3 – Citizen friendly guidance available for 5 out of 7 sample services
	Citizen-friendly guidance means presenting key information in simplified fashion, containing summarised, succinct and easy-to-understand key information in a form of infographics, video manuals and similar.		*Maximum score: 3*

Element 2.8	Formulation	Type	Data source
SIGMA Principle P21.e	Service providers publish information on services they offer as life events	Practice	Official government (service providers') websites, e-governmental portal on administrative services FOI requests
	Methodology		**Point allocation**
	Review of the relevant official websites/e-governmental portal for service delivery to determine if service providers publish information on services designed as "life events". Researchers check at first the availability of life events services by navigating through relevant official websites. If information on the availability of life events is not publicly available, researchers send FOI request to the central authority for service design and delivery, or to service providers based on the country's context, to verify the existence of life event approach to services. Points are allocated only if the information is publicly available. Life event refers to a forward-thinking and citizen-centric approach to service delivery. A life event is an important change in a person's life (birth of a child, marriage, loss of a loved one, etc.) that prompts a need for relevant public services to help them through this change. Life event service delivery requires *linking services—and costs—across multiple agencies and levels of government.*		2 – at least 1 service available as a life event **OR** 4 – more than one service available as life event *Maximum score: 4*

Element 2.9	Formulation	Type	Data source
SIGMA Principle P21.e	Information on services is available in multiple formats to meet diverse users' needs	Practice	Official government (service providers') websites, e-governmental portal on administrative services
	Methodology		**Point allocation**
	Review of relevant official websites/e-governmental portal for service delivery **for the same sample of administrative services as in Element 1.7,** to determine if information on service delivery is provided in multiple formats to meet the needs of diverse services users. Multiple format services are considered:		3 – information on 5 out of 7 sample services is available in at least 2 formats

	1. Written formats; 2. Audio/visual formats; 3. Braille formats. In case sample services are offered digitally and point 2 is met and services are offered in audio/visual formats, point 3 is considered as met for point allocation purposes.		*Maximum score: 3*
Element 2.10	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.e	Information on public service delivery is available in multiple languages to meet diverse users' needs	Practice	Official government (service providers') websites, e-governmental portal on administrative services
	Methodology		**Point allocation**
	Review of relevant official websites/e-governmental portal for service delivery **for the same sample of administrative services as in Element 1.7,** to determine if information on service delivery is provided in multiple languages to meet the needs of diverse service users. For this element, diverse service users are grouped into citizenship holders (citizens) and non-citizenship holders (residents). Multiple languages are considered the official state language(s), and one international language (ex. English, French, German, Italian), as a minimum.		1.5 – information available in the official language for 5 out of 7 sample services 1.5 - information available in an international language for 5 out of 7 sample services *Maximum score: 3*
Element 2.11	**Formulation**	**Type**	**Data source**
SIGMA Principle P20.a. P21.d	Service providers publish information on the prices of their services	Practice	Official government (service providers') websites, e-governmental portal on administrative services
	Methodology		**Point allocation**
	Review of relevant websites/e-governmental portal for service delivery **for the same sample of administrative services as in Element 1.7,** to determine if service providers publish information on the prices of services.		3 – Price information available for 5 out of 7 sample services *Maximum score: 3*
Element 2.12	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.d	Service providers publish information on the rights and obligations of users	Practice	Official government (service providers') websites, e-governmental portal on administrative services
	Methodology		**Point allocation**

	Review of relevant official websites/e-governmental portal for service delivery **for the same sample of administrative services as in Element 1.7,** to determine if service providers publish information on the rights and obligations of users. For this element, rights and obligations of users are related to the documents and information that are required to process the service, and specifically, which information/data are to be obtained ex officio by service provider according to the 'once-only principle' and, if applicable, which documents/information are to be submitted by users.		3 – information on users' rights and obligations available for 5 out of 7 sample services *Maximum score: 3*
Element 2.13	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.d,e	Service providers publish precise contact information for service provision	Practice	Official government (service providers') websites, e-governmental portal on administrative services
	Methodology		**Point allocation**
	Review of relevant official websites/e-governmental portal for service delivery **for the same sample of administrative services as in Element 1.7,** to determine if service providers publish contact information for provision of services. Precise contact details include: 1. Email, and office address of the official/department in charge; 2. Telephone number or chatbot for service delivery assistance. For narrative purposes, researchers note whether any available telephone number for assistance is additionally charged or not.		3 – Precise contact information available for 5 out of 7 sample services *Maximum score: 3*
Element 2.14	**Formulation**	**Type**	**Data source**
SIGMA Principle P22.b.i	Data on administrative services are available in open formats	Practice	Official government (service providers') websites, e-governmental portal on administrative services, national open data portal
	Methodology		**Point allocation**
	Review of national open data portal to determine whether documents or data related to the delivery of **the same sample of administrative services as in Element 1.7** are published in machine-readable format. For this element, "machine-readable format means a file format structured so that software applications can easily identify, recognise and extract specific data, including individual statements of fact, and their internal structure".[4] File formats		2 – 5 out of 7 sample service providers bodies publish data related to delivery of sample services in machine-readable format through their websites

---

[4] Directive (EU) 2019/1024 of the European Parliament and of the Council of 20 June 2019 on open data and the re-use of public sector information (recast).

	include common open data formats with highest openness rating i.e., that are adjustable such as xml, xslx, xls, ods, csv, tsv, json.[5]

To qualify for maximum point allocation, any such document/dataset should be available at the national open data portal. If such a portal does not exist, any such document/dataset should be available within a purposefully created online section at sampled bodies' websites. | | 2 – available open datasets for at least 5 out of 7 sample services are published on the national open data portal

Maximum score: 4 |
Element 2.15	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.c	Service providers train their staff on how to treat vulnerable groups	Practice	Governmental websites Websites of responsible ministry, central institution responsible for trainings, and for HRM FOI requests
	Methodology		**Point allocation**
	Review of official websites to determine if central state administration service providers train their staff on how to treat vulnerable groups. Researchers analyse reports or data related to the last two years prior to the assessment, and if not available, they send FOI requests to responsible institutions for the same period. For this element, vulnerable groups are defined as in Element 2.5.		1 – a minimum of 20 persons trained **OR** 2 – a minimum of 50 persons trained **OR** 3 – a minimum of 100 persons trained

Maximum score: 3 |
| **Element 2.16** | **Formulation** | **Type** | **Data source** |
| | Service providers ensure adequate territorial distribution of service delivery | Practice | Official government (service providers') websites, e-governmental portal on administrative services |

---

[5] See more: https://data.europa.eu/sites/default/files/data_formats_v1.pdf.

	Methodology		Point allocation
	Review of relevant official websites/e-governmental portal for service delivery **for the same sample of administrative services as in Element 1.7,** to determine whether the territorial distribution of administrative services is adequate at the regional and municipal levels. Researchers assess whether sample services are available either at regional, or municipality level or both levels. Services provided at municipality level score higher than services provided at regional level, due to proximity of physical location of service providers to users. **Sample services offered exclusively online qualify for point allocation equal to the regional level.**		1.75 – 5 out of 7 sample services are provided at the regional level 3.5 – 5 out of 7 sample services are provided at municipal level *Maximum score: 3.5*
Element 2.17	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.b	Key non-state actors consider service delivery as accessible	Outcomes and Impact	Key informants' interviews
	Methodology		**Point allocation**
	Researchers conduct interviews with key informants to establish whether, in practice, they consider service delivery as accessible. Key informants' attitudes are assessed via **the same key informant interviews and using the same methodological approach as in element 1.10.** Particularly, key informants will be asked to reflect on the following statements: To what extent do you agree or disagree with following: 1. The territorial network for accessing administrative services by all citizens is adequate. 2. The premises of service provides are physically accessible by all citizens. 3. Services offered online are easily accessible by all citizens.		1 – all interviewees agree that territorial network for accessing administrative services is adequate 1 – all interviewees agree that premises of service provides are accessible 1 – all interviewees agree that services offered online are easily accessible *Maximum score: 3*
Element 2.18	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.b	Citizens' perception of the accessibility of information necessary for obtaining services	Outcomes and Impact	Public perception survey
	Methodology		**Point allocation**
	The results of the public perception survey are used as a basis for point allocation under this element. Researchers award points under this element based on the		0.5 – 20%-40% of respondents responded with "agree" or "strongly agree"

TEN Think for Europe Network

CENTAR ZA EVROPSKE POLITIKE

IDM Institute for Democracy and Mediation — Instituti për Demokraci dhe Ndërmjetësim

GROUP FOR LEGAL AND POLITICAL STUDIES

institut alternativa

VANJSKOPOLITIČKA INICIJATIVA BH — FOREIGN POLICY INITIATIVE BH

European Policy Institute. Skopje

KDZ CENTRE FOR PUBLIC ADMINISTRATION RESEARCH

	percentage of citizens who responded with "agree" and "strongly agree" to the following statement: **I can easily find the information and guidance that helps me obtain public administration services.**		OR 1 – 40%-60% of respondents responded with "agree" or "strongly agree" OR 1.5 – 60%-80% of respondents responded with "agree" or "strongly agree" OR 2 – more than 80% of respondents responded with "agree" or "strongly agree" *Maximum score: 2*
Element 2.19	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.b	Citizens' perception of the ease of in-person access to services	Outcomes and Impact	Public perception survey
	Methodology		**Point allocation**
	The results of the public perception survey are used as a basis for point allocation under this element. Researchers award points under this element based on the percentage of citizens who responded with "agree" and "strongly agree" to the following statement: **I can easily obtain public administration services at the offices and service counters of the relevant authorities.**		0.5 – 20%-40% of respondents responded with "agree" or "strongly agree" OR 1 – 40%-60% of respondents responded with "agree" or "strongly agree" OR 1.5 – 60%-80% of respondents responded with "agree" or "strongly agree" OR 2 – more than 80% of respondents responded with "agree" or "strongly agree" *Maximum score: 2*
Element 2.20	**Formulation**	**Type**	**Data source**
SIGMA Principle P21.b	Citizens' perception of the ease of online access to services	Outcomes and Impact	Public perception survey

Methodology	Point allocation
The results of the public perception survey are used as a basis for point allocation under this element. Researchers award points under this element based on the percentage of citizens who responded with "agree" and "strongly agree" to the following statement: **I can easily obtain public administration services online (e.g., via the eGovernment Portal, the portal of the Tax authority, etc.).**	0.5 – 20%-40% of respondents responded with "agree" or "strongly agree" OR 1 – 40%-60% of respondents responded with "agree" or "strongly agree" OR 1.5 – 60%-80% of respondents responded with "agree" or "strongly agree" OR 2 – more than 80% of respondents responded with "agree" or "strongly agree" *Maximum score: 2*

SUBTOTAL POINTS	52.5

Sub-indicator 3	Digitalisation of service delivery		
Element 3.1	**Formulation**	**Type**	**Data source**
SIGMA Principle P22.a	There is a strategic document in force that envisages digitalisation of service delivery	Strategy and Policy	PAR Strategic framework
	Methodology		**Point allocation**
	Review of valid PAR strategic documents at the time of measurement (strategy, programme, policy documents or similar) to determine whether digitalisation of service delivery is envisaged within the service delivery strategic document, or a broader strategy such as the public administration reform strategy or similar. Researchers identify relevant sections in the analysed strategic documents that contain information on specific measures or activities, with clear assignment of responsibilities. If no strategic document valid at the time of measurement envisages actions towards digital service delivery, no points are awarded.		0.50 – Measures or activities for digitalisation of service delivery envisaged, with clear assignment of responsibilities *Maximum score: 0.5*
Element 3.2	**Formulation**	**Type**	**Data source**
SIGMA Principle P22.a	Regulations stipulate provision of digital services, digital signature and e-payment in digital service delivery	Legislation	Legislation on governance, service delivery, government decisions, other relevant regulations

WeBER III
WESTERN BALKAN ENABLERS FOR REFORMING PUBLIC ADMINISTRATIONS

Funded by
the European Union

Austrian
Development
Agency

Methodology		Point allocation
Review of the relevant regulations to assess whether they stipulate the provision of digital services, the use of digital signatures, and the implementation of e-payment systems. Researchers cite sections/articles/paragraphs that pose such requirements, if any. In addition, and for narrative purposes, researchers note any exceptions to such requirements if they exist.		0.50 - Provision of digital services legally stipulated 0.50 - Provision of digital signature legally stipulated 0.50 - Provision of e-payment legally stipulated *Maximum score: 1.5*

Element 3.3	Formulation	Type	Data source
SIGMA Principle P.22.a	Institutional responsibility for steering the digital service delivery at the central administration level is assigned	Institutional setup	Legislation regulating policy development process Acts on organisation of centre-of-government bodies and their organisational structures

	Methodology		Point allocation
	Review of regulations and acts on organisation of central state administration bodies and their organisational structures, valid at the time of measurement, to determine the central authority responsible for steering and coordinating the digitalisation of service delivery.		2 – Central institutional responsibility assigned *Maximum score: 2*

Element 3.4	Formulation	Type	Data source
SIGMA Principle P.22.d	Online central platform for digital service delivery is established and user-oriented	Practice	Official government (service providers') websites, e-governmental portal on administrative services

	Methodology		Point allocation
	Review of official websites/e-governmental portal for service delivery, to determine whether a central portal for digital service delivery is established and whether it offers user-oriented tools. The following criteria must be met to allocate points for user orientation:		2 - Online central platform established 2 - Online central platform is user oriented *Maximum score: 4*

TEN Think for Europe Network

CENTAR ZA EVROPSKE POLITIKE

IDM Institute for Democracy and Mediation
Instituti për Demokraci dhe Ndërmjetësim

GROUP FOR LEGAL AND POLITICAL STUDIES

institut alternativa

VANJSKOPOLITIČKA INICIJATIVA BH
FOREIGN POLICY INITIATIVE BH

European Policy Institute.
Skopje

KDZ CENTRE FOR ADMINISTRATIVE RESEARCH

WeBER III
WESTERN BALKAN ENABLERS FOR REFORMING PUBLIC ADMINISTRATIONS

Funded by
the European Union

Austrian
Development
Agency

	1. Adherence to data protection policies on the portal (service providers declare their compliance with data protection regulations and policies, ensuring that data is collected, processed and stored securely) 2. Inclusion of at least a single interactive OR two-way communication tools (such as chatbots, feedback mechanisms, personalised dashboard etc.)		
Element 3.5	**Formulation**	**Type**	**Data source**
SIGMA Principle P.22.d	Digital signature and digital payment are available to all users	Practice	Official government (service providers') websites, e-governmental portal on administrative services
	Methodology		**Point allocation**
	Review of relevant official websites/e-governmental portal for service delivery **for the same sample of administrative services as in Element 1.7**, to determine whether digital signature and e-payment are generally available for users. Researchers assess sample services to check the availability of digital signature and digital payment.		2.25 – 5 out of 7 sample services apply digital signature 2.25 – 5 out of 7 sample services apply digital payment *Maximum score: 4.5*
Element 3.6	**Formulation**	**Type**	**Data source**
SIGMA Principle P.19. a	Key non-state actors consider digital services as easy to use	Outcomes and Impact	Key informant interviews
	Methodology		**Point allocation**
	Researchers conduct interviews with key informants to establish whether digital services are easy to use. Key informants' attitudes are assessed via **the same key informant interviews, and using the same methodological approach, from the Element 1.10.** Interviewees respond to the following statement: To what extent do you agree or disagree with following: 1. Digital services are easy to use by all citizens.		3 – all interviewees agree that digital services are easy to use *Maximum score: 3*
		SUBTOTAL POINTS	15.5
		TOTAL POINTS	100

Annex 1: Key informant interviews

➢ **Element 1.10**

The following questions are used for point allocation for the element 1.10. Point allocation is determined based on the ratio of fully agree/tend to agree responses. For each question where all key informants fully agree/tend to agree with the statement, 1 point is allocated.

1. To what extent do you agree with the following statement: **Service design and service delivery are citizen centric.**
    a) fully disagree
    b) tend to disagree
    c) tend to agree
    d) fully agree

2. To what extent do you agree with the following statement: **Channels for citizen feedback are available.**
    a) fully disagree
    b) tend to disagree
    c) tend to agree
    d) fully agree

3. To what extent do you agree with the following statement: **Citizens' feedback is used to improve service delivery.**
    a) fully disagree
    b) tend to disagree
    c) tend to agree
    d) fully agree

Additional guiding questions (not used for point allocation, but relevant for providing qualitative insight necessary for the assessment):

1. What are the main barriers to achieving citizen-centric service design and delivery in your experience?
2. Can you share examples of good practices in citizen-centric service delivery?
3. What feedback channels do you perceive most effective for citizens to communicate their needs and experiences?
4. Are these feedback mechanisms widely accessible to all population groups (e.g., vulnerable or marginalized groups)?
5. How do you think citizen feedback is processed and acted upon by service providers?
6. Can you provide examples where citizen feedback led to visible improvements in service delivery?
7. In your opinion, what systemic changes are needed to strengthen the citizen-centric approach in service design and delivery?
8. How can non-state actors contribute to ensuring that citizen feedback is integrated into service improvement processes?

If deemed necessary according to the monitoring results, researchers can pose additional questions other than those listed above and utilise them to complement the assessment with qualitative insights.

➢ **Element 2.17**

The following questions are used for point allocation for the element 1.10. Point allocation is determined based on the ratio of fully agree/tend to agree responses. For each question where all key informants fully agree/tend to agree with the statement, 1 point is allocated.

1. To what extent do you agree with the following statement: **The territorial network for accessing administrative services by all citizens is adequate.**
   e) fully disagree
   f) tend to disagree
   g) tend to agree
   h) fully agree

2. To what extent do you agree with the following statement: **The premises of service provides are physically accessible by all citizens.**
   e) fully disagree
   f) tend to disagree
   g) tend to agree
   h) fully agree

3. To what extent do you agree with the following statement: **Services offered online are easily accessible by all citizens.**
   e) fully disagree
   f) tend to disagree
   g) tend to agree
   h) fully agree

Additional guiding questions (not used for point allocation, but relevant for providing qualitative insight necessary for the assessment):
1. What challenges exist in ensuring an adequate territorial network for administrative service access?
2. Are there areas or groups particularly underserved by the current network?
3. Are there specific barriers to physical access in service provider premises (e.g., infrastructure, location)?
4. Can you identify good practices in improving physical accessibility?
5. What are the primary barriers citizens face when accessing online services?
6. How can service providers improve the accessibility and usability of online platforms?

7. In your opinion, what systemic improvements are needed to ensure that all citizens have equitable access to administrative services?
8. How can civil society and other non-state actors support better accessibility?

> ➢ **Element 3.6**

The following questions are used for point allocation for the element 1.10. Point allocation is determined based on the ratio of fully agree/tend to agree responses. For each question where all key informants fully agree/tend to agree with the statement, 1 point is allocated.

1. To what extent do you agree with the following statement: **Digital services are easy to use by all citizens.**
   a) fully disagree
   b) tend to disagree
   c) tend to agree
   d) fully agree

Additional guiding questions (not used for point allocation, but relevant for providing qualitative insight necessary for the assessment):

1. What are the most significant challenges citizens face when using digital services?
2. Are there specific population groups (e.g., older adults, rural residents, individuals with disabilities) for whom digital services are less accessible?
3. What features or support mechanisms could make digital services more user-friendly for all citizens?
4. Can you provide examples of good practices or successful digital service implementations?
5. How (can) service providers ensure that digital services are accessible to citizens without reliable internet or digital literacy skills?

If deemed necessary according to the monitoring results, researchers can pose additional questions other than those listed above and utilise them to complement the assessment with qualitative insights.

Annex 2: FOI requests

FOI requests are used to gather data necessary for point allocation for elements 1.6, 1.7, 2.8, 2.15. Researchers would send FOI requests to relevant institutions only if data requested under the methodology for these elements are not publicly available.

➢ **Element 1.6.**

Documents and information related to information on users' participation in service design.

➢ **Element 1.7.**

Documents and information related to users' feedback, for a sample of services as follows:
1. Property registration
2. Company (business) registration
3. Vehicle registration
4. Passport issuance
5. ID card issuance
6. VAT declaration
7. VAT payment.

➢ **Element 2.8.**

Documents and information related to the availability of life events services on the official websites/e-governmental portal for service delivery.

➢ **Element 2.15**

Documents and information related to reports or data on training provided to staff regarding the treatment of vulnerable groups.