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1. Basic Information

1.1 CRIS Number (Year 1): **2006/018-343.09.02**

1.2 Title: Improving quality service delivery at the medium and small municipalities

1.3 Sector: Public Sector Development of the Administrative Capacity/Public administration reform

1.4 Location: Bulgaria

1.5 Duration: 15 months

2. Objectives

2.1 Overall Objective(s):

Increasing the level of citizens and businesses satisfaction with the administrative services provided.

2.2 Project purpose:

To promote the development of efficient, transparent, modern and high quality administrative service delivery at local level.

2.3 Accession Partnership (AP) and NPAA priority (and implementing measures envisaged by the Action Plan for AP priorities related to strengthening administrative and judicial capacity)

Accession Partnership

Continue to make progress with public administration reform. Ensure effective implementation of the provisions of Law on administration and related regulations. Take steps to ensure accountability, openness and transparency of public service.

NPAA

Continuation of Bulgarian efforts towards complete establishment of functioning and efficient public administration with a new, citizen-friendly culture, and for further improvement and strengthening the administrative capacity compatible with European administrations.

Action Plan for AP priorities related to strengthening administrative and judicial capacity

Take steps to ensure accountability, openness and transparency of public service.

2.4 Contribution to National Development Plan (and/or Structural Funds Development Plan/SDP)

NA

2.5. Cross Border Impact

NA

3. Description

3.1 Background and justification:

The need for improving quality service delivery at the middle and small municipalities is determined by the following factors:

Basic priorities of the Government in the public administration area are creation of an effective and efficient public administration, capable to implement the Bulgarian legislation and the EU legislation, creation of a system of measures and procedures to prevent corruption in the administration, increasing the transparency and accountability of the administration and providing better quality of the administrative services.

The general requirement for modernization of the administration is set in the Strategy for Modernization of the Public Administration - from Accession to Integration. Based on the good European practices for organization of the public administration the Strategy makes the focus to the consumer of public services a key momentum in the performance of the administration.

The legislation framework related to the creation of the new administrative system gives the directions for the organization of the administrative services. The Law on Administration stipulates that the general administration is delivering services to the citizens and the businesses. It sets the principles of rule of law, quick response, accessibility and high quality in the delivery of services.

The Civil Servant's Act is regulating the specific way in which the civil servants shall perform their duties, including those civil servants working in the field of service delivery.

A new Administrative Procedure Code has been approved by the National Assembly. The Code will reflect on the improvement of the public service delivery, as a strategic aim of the administrative reform. It replies to the need to be created a systematical and generalized normative framework and will unify most of the decrees across the various Laws and a number of secondary legislation. It includes detailed procedural decrees, legal definitions, the transfer of a basic principles from the administrative law – legality; commensurable; truth; equality; speed and procedural economy; accessibility, publicity and transparency.

The Law on limiting of administrative regulations and administrative control over the business activities is in force from January, 2004. It introduces a series of requirements, relevant to the improvement of administrative servicing such as organizing the administrative servicing at a single place, providing publicity for the policies of the government bodies in connection with their regulatory policy, setting of working time suitable for the clients, providing full information and forms concerning the services.

A Concept for the improvement of the administrative services in the context of the "one-stop shop" principle and a Basic model for service delivery through "one-stop shop" give the vision for achieving high quality services. It outlines the strategic principles for improving the administrative services and refers to other steps undertaken by the Government aiming at the improvement of the administrative services (coordination of the actions for facilitation of the regulatory regimes; e-government, interministerial coordination for document flow, etc.).

The administrative services are carried out in adherence to the principles of legitimacy, promptness, accessibility and frugality of the production and the requirements for quality and convenient administrative service delivery for the physical and legal persons.

The implementation of the strategic principles of good administrative service delivery has required the introduction of the "*one-stop shop*" service delivery system.

The Report on the State of the Administration for 2005 and the Report on the Implementing the Strategy for Modernization of the Public Administration 2004 – 2005 indicate the main weaknesses of the Bulgarian Public Administration. The basic conclusion is that there is a special need to work on the quality of the service delivery at local level, especially in the medium and small municipalities.

3.2 Sectoral rationale

The key government priorities in the sector of Public Administration Reform are formulated in the Government Programme, the Strategy for Modernization of the Public Administration, the National Anticorruption Strategy, the Operational Programme Administrative Capacity, the Concept for improvement of the administrative services in the context of the “one-stop-shop”.

The project is closely related and to the e-Government Strategy and projects planed and performed under it, funded by the national budget or by the EU funds.

3.2.1 Identification of projects

The “one-stop-shop” model is implemented in 68 % of the local administrations, but its stage of development is not sufficient. It is poorly developed in the small and medium municipalities which do not have recourses to implement it. The system for obtaining feedback from the citizens and the business on the quality of service delivery and providing information on the results is not introduced in more than 65% of the municipalities.

According to the results from a research made by the National Center for Public Opinion Surveys 29% of the citizens are not satisfied by the quality of the service delivery at local level and 44% think that it is at a good level, but has to be improved.

More than 40% of the citizens would like to have more information on the results of the public administration activities. More than 33% think that the process of decision making is not clear enough and more than 31% of the citizens are not aware of the services, provided by the administration.

The survey on the public opinion shows that the main reasons for the slow administrative process and unsatisfactory quality of the service delivery are the lack of administrative capacity and not sufficient organization of the work.

Other source of information is the self-assessment system of the administrative service delivery, maintained by MSAAR. It is an Internet-based system, accessible for the individual administrations, for assessing the quality of the services, and for measuring the results from the administrative service delivery. One of the most important indicators, included in the system for self-assessment of the administrative service delivery, is the level of the development of the administrations. The stages of development are determined on the base of various criteria included in the self-assessment system. There are 4 stages of development – “Basic”; “Developing”, “Operational” and “Excellent”. Most of the municipal administrations are at the second stage (43 %). Concerning is the fact that the percentage of the municipalities at basic level is very high (26 %).

Elaboration of customer charter began in every administration in 2004. The Minister of State Administration approved Common standards for qualified public service delivery and Guide for developing a Customer Charter and Service Standards (May, 2004). On the basis of these standards and guidelines almost 180 administrative entities have elaborated and implemented their own customer charters. According to

the Guide the Customer Charter should include clear standards. Most of the administrations have developed Customer Charters, but the quality of the defined standards is not sufficient, because of the low administrative capacity for developing indicators and for applying performance management systems.

According to the results from the Report on the Implementation of the Strategy for Modernization of the Public Administration there are special needs for training the administration in many themes. During 2005 only 86 civil servants from the local administration were trained in “one-stop-shop” principle. The total number of the staff at local level is approximately 22 000. It is important to be trained not only the staff from the front-offices, but also the back-offices’ staff and managerial level.

The Ministry State Administration and Administrative Reform conducted a survey in more than 60 small and medium municipalities. The results from this survey show that in most of them the used technical equipment is out of date, the working conditions are not suitable and there is lack of software products necessary for the performance of all administrative activities. They do not apply the “one-stop-shop” principle and do not have sufficient resources to develop it.

Another important issue from the above mentioned survey is the problem with the improvement of the internal processes. Need for optimization in this area is noticed not only in the small and medium municipalities, but also in those with relatively well developed “one-stop-shop”.

The Ministry of State Administration and Administrative Reform planned to provide technical equipment (computers, printers, servers, scanners) and software to the municipalities, under an e-government project funded by the National budget 2006.

Additional equipment according to the specific needs of each municipality should be provided after analysis.

Under the supply component of the project it is foreseen to provide additional equipment according to the specific needs of each pilot municipality (up to 12 municipalities with population between 10 000 and 20 000), reconstruction of the front-offices (based on specifications for open spaces, enough light, easy access, facilitation of the access for the vulnerable groups, standard equipment).

3.2.2 Sequencing

NA

3.3 Results

3.3.1 Project 1

Improving quality service delivery at the medium and small municipalities

3.3.1.1 Purpose

To develop efficient, transparent, modern and high quality administrative services provided at local level.

3.3.1.2 Results:

- Increased levels of development in the administrative service delivery (Basic, Developing, Operational and Excellent)
- Customers relationship concept, including feedback system, developed and implemented in the local administrations
- Developed and piloted mechanisms for stakeholders involvement in the process of improving administrative service delivery
- Upgraded front-offices layout and improved working conditions

3.4 Activities (including Means)

I. Increased levels of development in the administrative service delivery (Basic, Developing, Operational and Excellent) – Technical Assistance:

1. Analysis of the current state of development of “one-stop shop” principle in all small and medium municipalities (processes, strategic focus, HR, technologies, QMS)
2. Study of the clients’ satisfaction with the services provided
3. Conduct of gap analysis and recommendations for improvement
4. Development of methodology for processes mapping in order to provide efficient servicing
5. Developing indicators and tools for performance management
6. Training staff for using the mapping processes methodology and applying performance management
7. Conduct analysis for screening the potential local authorities for piloting under Activities IV:
 - 7.1. Make needs analysis for improving front-offices layout based on number of users served, level of users’ satisfaction and select to pilot several middle and small municipalities
 - 7.2. Elaborate specification for common design for front-offices layout (facilitation of the access for the vulnerable groups, standard equipment, air conditioning)

II. Customers relationship concept, including feedback system, developed and implemented in the local administrations – Technical Assistance:

1. Analysing EU Member States best practices and give recommendations for their relevance to Bulgarian reality
2. Develop training programs for customer relationship
3. Train staff of the Customers relationship techniques
4. Develop an efficient system for feedback from clients (channels for gathering information from the clients, analysis, recommendations, and providing information to the clients about the undertaken measures.
5. Train the staff to use the feedback system
6. Train trainers
7. Conduct analysis for screening the potential local authorities for piloting
8. Develop and implement a concept for Customers relationship in pilot administrations

III. Developed and piloted mechanisms for stakeholders involvement in the process of improving administrative service delivery – Technical Assistance:

1. Identify potential stakeholders
2. Conduct analysis of the stakeholders
3. Propose a mechanism for their full and efficient involvement in the process of improving administrative services at local level
4. Train local authorities staff of communication and consultation techniques of partnership principles implementation
5. Conduct analysis for screening the potential local authorities for piloting
6. Establishment of different organizational forms (Commissions, Councils, Consultative bodies) for involvement of the stakeholders of the policy-making process and piloting

IV. Upgraded front-offices layout and improved working conditions – Supply:

1. Supply equipment according to the technical specifications

3.4 Linked Activities

One of the most important priorities in the EU countries is the improvement of the public service delivery through implementation of different quality management models, building a strong customers relationship and involvement of all stakeholders in the process.

The Innovative Public Services Group as a part of the European Public Administration Network developed a Common Assessment Framework, which was updated in 2006. One of its present goals is to elaborate a Common European Index for measuring the customers' satisfaction.

At the same time all EU countries make efforts to modernize their public administrations and provide better services. The experience they already have can be of use for the goals of the present project.

Number of projects in the field of improvement of the public service delivery was implemented and in Bulgaria during the last few years.

- BG 9909.01 "Training for Public Administration" is a Phare project with objective to promote the establishment of a professional, efficient and responsible public administration.
- BG 0103.01 "Strategic Policy Design and Co-ordination" is a Phare 2001 project of the Council of Ministers. Its aim was to strengthen the capacity and ability of the public administration to use modern methods for policy-making, co-ordination, impact assessment and evaluation of implementation.
- BG 0103.02 "Strengthening of the public administration - implementing public administration reform" is another Phare 2001 project of the Council of Ministers.
- The Government of UK through DFID have supported the CoM with a 3-year project for improvement of service delivery by the application of the "one-stop shop" principle which aim was to create a model of one-stop shop and to pilot it in five administrative structures. The project was finished by September, 2004.

- In relation to USAID program “Improvement of Service Delivery”, from 2000 to 2005 Bulgarian Foundation for Local Government Reform has provided both financial and methodical support for 45 service and information centers. According to “one-stop shop” principle these centers offer both municipal and complex services. Special attention is paid to the information means: the centers offer detailed information about the delivered services and at the same time the servants in the centers give competent consultations to the citizens. Some centers offer specialized information concerning the initial business procedures and its functioning.
- BG 2003/004-937.10.01 “Strengthening the Capacity of the Bulgarian Public Administration - Implementing the Strategy for Modernization of the Public Administration in View of the Improved Service Delivery to the Public” is an ongoing Phare project. It aims to assist the Bulgarian public administration to create mechanisms and systems for service delivery to the public incorporating innovative technologies – public private partnership, integration of services and quality management systems.

3.6. Lessons learned

That the objectives should be specific, measurable, achievable, relevant and time-framed. The results should be multipliable for wider number of municipalities and guarantee sustainability.

The analysis made show that there is a special need of TA with a view to help the administration to meet the requirements of the EU and the expectation of the society for improving the service delivery process.

The experience with the existing pre-accession instruments shows that the classic consultancy is most appropriate for the goals of the present project. The project has a wide range of objectives and the same time the experience in the EU countries in the field of service delivery improvement is not identical. All EU countries have different achievements and for the project success it is crucial their good practices to be analyzed and the most applicable to the Bulgarian situation to be used.

Using the technical assistance instrument would also guarantee a wider applicability and sustainability of the project results.

4. Institutional Framework

Overall responsibility for the public administration in Bulgaria is held by the Ministry of State Administration and administrative reform.

Ministry of State Administration and Administrative Reform was established to manage public administration at central, regional and municipal level.

The Directorates for Administrative Regulation and Service Delivery and Regional Coordination are responsible for the policy-making process in the area of public service delivery and regional development.

The Institute for Public Administration and European Integration (IPAIEI) was established to provide training for the public administration.

Involved institutions in the project are the municipal administrations.

For Sector Programmes

NA

5. Detailed Budget

	Phare/Pre-Accession Instrument support	Co-financing			Total Cost
€M		National Public Funds (*)	Other Sources (**)	Total Co-financing of Project	
Year 2006 - Investment support jointly co funded	€ 0, 450 M	€ 0, 150 M		€ 0, 150 M	€ 0, 600 M
Investment support – sub-total	€ 0, 450 M	€ 0, 150 M		€ 0, 150 M	€ 0, 600 M
<i>% of total public funds</i>	<i>max 75 %</i>	<i>min 25 %</i>			

Year 2006 Institution Building support	€ 2,00 M				€ 2,00
IB support	€ 2,00 M				€ 2,00 M

Total project 2006	€ 2, 45 M	€ 0, 150 M		€ 0, 150 M	€ 2, 60 M
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(*) contributions from National, Regional, Local, Municipal authorities, FIs loans to public entities, funds from public enterprises

(**) private funds, FIs loans to private entities

National co-financing of 25% of the budget of the investment components and up to 10% of the Phare budget of the Twinning component will be provided from the State budget through the “National Fund” Directorate within the Ministry of Finance. The funds under “National Co-financing” column reflect the Bulgarian National contribution to the implementation of the project. These funds will be joint co-financing to be tendered in a single tender together with Phare funds. All operational and running costs and the maintenance of the equipment will be provided by the final beneficiaries

6. Implementation Arrangements

6.1 Implementing Agency

The Central Financing and Contracting Unit (CFCU) is the implementing agency to be responsible for tendering, contracting, payments and financial reporting and will work in close co-operation with the beneficiary. PAO of the projects is:

Ms. Gergana Beremska – State Treasurer, Ministry of Finance

102 Rakovski Str., Sofia 1040, Bulgaria

Tel: +359298592495

Fax: +35929806863

The beneficiary of the project is the Ministry of State Administration and Administrative Reform, the Administrative Regulation and Service Delivery Directorate.

The contact person will be:

Lilia Ivanova

Director

Administrative Regulation and Service Delivery Directorate

MSAAR

1 Aksakov street, Sofia 1000, Bulgaria

Tel.: +35929401342

e-mail: Marieta.Todorova@mdaar.government.bg

6.2 Twinning

NA

6.3 Non-standard aspects

NA

6.4 Contracts

The project will be implemented under 2 contracts:

- Service contract (Technical assistance) – 2,00 MEUR
- Supply contract- 0,60 MEUR

Give expected number of contracts broken down by project/year/phase and their values in €.

7. Implementation Schedule

(Obligatory for Year 1, optional for subsequent years)

7.1. Start of tendering/call for proposals	2 Q 2007
Draft Terms of Reference	December 2006
7.2. Start of project activity	4 Q 2007
7.3. Project completion	1 Q 2009

8. Equal Opportunity

The dimension of equal opportunity and gender equality will be integrated into all levels of the project. This will establish a suitable foundation for mainstream gender equality in the future. It will be included in the Terms of Reference of the project as a joint responsibility of the Contractor, and the beneficiary institutions.

9. Environment

NA

10. Rates of return

NA

11. Investment criteria (applicable to all investments)

11.1 Catalytic effect: - *N.A.*

11.2 Co-financing:

The degree of national co-financing will be at least 25 % of the total value of investment contracts.

12. Conditionality and sequencing

All training activities foreseen in this project will be organized in close co-ordination with the IPAEI, in order to assure the sustainability of this project and to further develop permanent training capacity in Bulgaria. The project will support the activities for training of public administration employees and trainers for issues the development of which depends on it and for pilot-related actions of the project.

It is expected that prior to tendering the beneficiary will create a project management team staffed with skilled experts in project management.

ANNEXES TO PROJECT FICHE

1. Logframe in standard format
2. Detailed implementation chart (compulsory for year 1, optional for future years)
3. Contracting and disbursement schedule, by quarter, for full duration of project (including disbursement period) (compulsory for year 1)
4. For all projects: reference list of feasibility/pre-feasibility studies, indepth ex ante evaluations or other forms of preparatory work. For all investment projects, the executive summaries of economic and financial appraisals, environmental impact assessments, etc, should be attached (compulsory)
5. Reference list of relevant laws and regulations (compulsory)
6. Reference list of relevant strategic plans and studies (may include institution sector strategies, development plans, business development plans, etc) (compulsory)

Annex 1: LOGFRAME PLANNING MATRIX FOR Project: Improving quality service delivery at the medium and small municipalities

LOGFRAME PLANNING MATRIX FOR Project: Improving quality service delivery at the medium and small municipalities		Programme name and number National Phare Programme 2006	
		Contracting period expires: 30.11.2008	End of execution of contracts expires: 30.11.2009
		Total budget : € 2,600 MEURO	Phare budget : €2.450 million
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
<ul style="list-style-type: none"> Increasing the level of satisfaction of citizens and businesses with the administrative services provided 	<ul style="list-style-type: none"> Satisfactory level of quality of services delivered to businesses and citizens Bulgarian public administration has comparably high compliance with the state of administrations of EU MS and their work practices Degree of middle and small municipalities development 	<ul style="list-style-type: none"> Annual report on Public Administration Researches among citizens and businesses Reports and Evaluations by relevant EU institutions 	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<ul style="list-style-type: none"> To develop and promote efficient, transparent, modern and high quality administrative services provided at local level 	<ul style="list-style-type: none"> Increased level of development of the local administrations according to the basic model for OSS Number of services delivered at one stop shop principle % of satisfied users 	<ul style="list-style-type: none"> Analysis from the Internet-based self-assessment system of the administrative service delivery (Self-assessment system) Annual Report on the 	<ul style="list-style-type: none"> Political will for the state administration modernization Strategic approach to the local authorities

	<ul style="list-style-type: none"> Increased % of municipalities using feedback system 	State of the administration <ul style="list-style-type: none"> Surveys EU Commission Comments 	development
Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<ul style="list-style-type: none"> Increased levels of development in the administrative service delivery (Basic, Developing, Operational and Excellent) 	<ul style="list-style-type: none"> % of satisfied users of administrative services Decreased waiting time and time of proceeding requests Reduced number of complains Number of implemented strategies and plans for improved service delivery; Number of channels for providing public services Number of mechanisms applied for feedback. 	<ul style="list-style-type: none"> Surveys on public opinion toward administrative services delivery Self-assessment system reports Feedbacks form users 	<ul style="list-style-type: none"> Support, enthusiasm and willingness of the staff to do trainings Users willing to give feedback Efficient partnership with stakeholders Regional and local authorities involvement
<ul style="list-style-type: none"> Customers relationship concept, including feedback system, developed and implemented in the local administrations 	<ul style="list-style-type: none"> Number of civil servants trained Number of trained trainers Number of positive 	<ul style="list-style-type: none"> Surveys on public opinion toward administrative services delivery 	

<ul style="list-style-type: none"> Developed and piloted mechanisms for stakeholders involvement in the process of improving administrative service delivery 	<ul style="list-style-type: none"> feedbacks from users Numbers of stakeholders' ideas implemented in the process of increasing administrative service quality 	<ul style="list-style-type: none"> Recommendations of stakeholders Self-assessment system reports 	
<ul style="list-style-type: none"> Upgraded front-offices layout and improved working conditions 	<ul style="list-style-type: none"> Increased motivation of the staff Increased number of municipalities providing easy access for the vulnerable groups Number of upgraded front-offices Number of new desks opened Improved servicing time Number of piloted local administrations 	<ul style="list-style-type: none"> Surveys of the public opinion Surveys of the staff opinion 	
Activities	Means		Assumptions
I. Increased levels of development in the administrative service delivery (Basic, Developing, Operational and Excellent) 1. Analysis of the current state of development of “one-stop shop” principle in all small and medium municipalities (processes, strategic focus, HR, technologies, QMS) 2. Study of the clients' satisfaction with	Technical assistance		<ul style="list-style-type: none"> Commitment of all parts concerned Adequate staff and experts in place Effective communication between all parties concerned

<p>the services provided</p> <p>3. Conduct of gap analysis and recommendations for improvement</p> <p>4. Development of methodology for processes mapping in order to provide efficient servicing</p> <p>5. Developing indicators and tools for performance management</p> <p>6. Training staff for using the mapping processes methodology and applying performance management</p> <p>7. Conduct analysis for screening the potential local authorities for piloting under Activities IV:</p> <p>7.1. Make needs analysis for improving front-offices layout based on number of users served, level of users' satisfaction and select to pilot several middle and small municipalities</p> <p>7.2. Elaborate specification for common design for front-offices layout (facilitation of the access for the vulnerable groups, standard equipment, air conditioning)</p> <p>II. Customers relationship concept, including feedback system, developed and implemented in the local administrations</p> <p>1. Analysing EU Member States best practices and give recommendations for their relevance to Bulgarian reality</p>	<p>Technical assistance</p>		
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<ol style="list-style-type: none"> 2. Develop training programs for customer relationship 3. Train staff of the Customers relationship techniques 4. Develop an efficient system for feedback from clients (channels for gathering information from the clients, analysis, recommendations, and providing information to the clients about the undertaken measures 5. Train the staff to use the feedback system 6. Train trainers 7. Conduct analysis for screening the potential local authorities for piloting 8. Develop and implement a concept for Customers relationship in pilot administrations 			
<p>III. Developed and piloted mechanisms for stakeholders involvement in the process of improving administrative service delivery</p> <ol style="list-style-type: none"> 1. Identify potential stakeholders 2. Conduct analysis of the stakeholders 3. Propose a mechanism for their full and efficient involvement in the process of improving administrative services at local level 4. Train local authorities staff of communication and consultation techniques of partnership principles implementation 	<p>Technical assistance</p>		

<p>5. Conduct analysis for screening the potential local authorities for piloting</p> <p>6. Establishment of different organizational forms (Commissions, Councils, Consultative bodies) for involvement of the stakeholders of the policy-making process and piloting</p> <p>IV. Upgraded front-offices layout and improved working conditions</p> <p>1. Supply equipment according to the technical specifications</p>	Supply contract	
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ANNEX 2: DETAILED IMPLEMENTATION CHART

[illegible]

ANNEX 3: CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEIULE

All figures in million Euro

Project title	Improving quality service delivery at the medium and small municipalities											
Year 1	2007				2008				2009			
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Contract 1 (Service contract)												
Contracting				€ 2,00 M	€ 2,00 M	€ 2,00 M	€ 2,00 M	€ 2,00 M	€ 2,00			
Disbursement				€ 1,20 M	€ 1,20 M	€ 1,20 M	€ 1,80 M	€ 1,80 M	€ 2,00			
Contract 2 (Supply contract)												
Contracting							€ 0,60	€ 0,60	€ 0,60			
Disbursement							€ 0,48	€ 0,48	€ 0,60			

ANNEX 4: List of Relevant Laws and Regulations

- Law on Administration
- Civil Servant's Act
- Local Self Government and Local Administration Act
- Statutes of the municipalities
- Statute of the Ministry of state administration and administrative reform
- Decree Nr. 82 dated 15.05.2000 for the establishment of the Institute for Public Administration and European Integration and approval of its Statutes
- Administrative Procedure Code
- Law for limiting the administrative regulation and administrative control of business activity

ANNEX 5: Reference to relevant Government strategic plans and studies

- Government Programme
- Actualized Strategy for Modernization of the Public Administration - from Accession to Integration (CoM- Decision 671/2003).
- National Training Strategy
- National Strategy for accession of Republic of Bulgaria to the EU
- Programme for the realisation of the National Strategy for accession of Republic of Bulgaria to the EU
- Concept for the improvement of the administrative services (draft)
- NPAA
- The Concept for improvement of the administrative services in the context of the “one-stop-shop” (OSS) principle (CoM Decision № 878/2002)