

## Up to Reforms

### Institutional and procedural (system) problems

- Services were scattered throughout the Ministry of Internal Affairs.
- Transport means were registered and driving licenses were issued by the traffic police and later by the patrol/administrative police;
- Firearms/weapons were registered by information provision services of the Ministry;
- Legal information to physical and legal persons were issued by the directory-inquiry service;
- The legal base was ambiguous. Its structure and bureaucracy, the absence of infrastructure, excess legal barriers, abundant registration documents, all resulted in excess bureaucracy and inefficiency.
- The functions were distributed through several structural units, each of them having their own uncoordinated regulating normative acts, which created an unfavorable environment for effective service delivery
- Limited capability for internal control and protection facility in the process of document preparation
- Since there was no unified normative base, no organized system of recording, there was no compliance with normative systems which were the basis for all system problems.
- Registration and directory-inquiry procedures were not carried out and products were not delivered to the population in all regions.
- Documents subject to strict recording and consumables, registration, permission and directory-inquiry, were issued ignoring and violating all standards, international norms and demands. There was no adequate technical equipment which could protect documents according to the standards. As a result, documents were falsificated on a large scale.
- Integration and communication problem - Registration and directory-inquiry services used to issue and receive documents from physical and legal persons as well as from various representatives of executive powers. This documentation used to move without any order, creating an additional bureaucratic barrier, queues and deteriorated services. Thus, documents produced by the Ministry of Justice or Customs Services were not freely accessible through a registration service, which created additional problems for citizens.

## Solution

### Institutional and procedural reforms

All functions of the Ministry of Internal Affairs referred to above have been accumulated in a single body, the Service Agency of the Ministry of Internal Affairs

The Service was established according to new legislation. It encompasses completely different conceptions and functions. According to the normative act, the service has been grouped into new directions and for each definite direction detailed and strict procedures have been developed. These directions/concepts are:

- Registration of mechanical and transport means
- Issuance of driving licenses
- Registration of smooth-bore and rifled guns
- Issuance of information about legal status to physical and legal persons
- Registration of mortgages/pledges for mechanical and transport means

A new normative act has been implemented. All rules, which are principally important for the above listed directions, are given in details. It describes all services and operations within the competence of the Agency, which are not to be regulated by any other legal document.

The new system and structure has been followed by united applications software, integrating all information and enabling the Ministry to implement any service on a national scale.

Strict recording and fighting the falsification – as a result of the reform, the agency has been equipped with new technologies. This resulted in increased control over materials and improved logistics.

## Integration and communication development

The inculcation of new programs enabled the different services (ministries and agencies) to have electronically communications with each other. Therefore, any consumer is able to find information necessary for the procedures to be implemented by him at the corresponding direction of the Agency.

The accumulation of functions into one service enabled the Service Agency to provide the population and all concerned persons, in all regions, with all services from one subdivision. Sub-divisions of the Service Agency are spread over the regions; mobile groups have been created, which periodically render services to the local population in mountainous regions.

## Result

### Results

- Corruption has been thoroughly extirpated from the system.
- Services have been simplified, both regarding the administration and the accessibility services to the population.
- One stop shop – only one body has to be visited
- The number of days required for service delivery decreased from 10-12 to 1-5 days (5 for standard days service)
- Full Geographic coverage – services are available all over the country.