



**Republika e Kosovës/ Republika  
Kosova / Republic of Kosovo**  
Fondi i Sigurimit Shëndetësor/ Fond za Zdravstveno Osiguranje/  
Health Insurance Fund

---

**QUARTERLY JOB  
REPORT  
OCTOBER – DECEMBER  
2019**

Prishtina, January  
2020

## Table of Contents

Opening Speech of the Director of the Fund.....	3
1 Introduction.....	5
2 Budget Execution for Q4/2019 Quarterly Period .....	6
3 Medical treatment program outside PHIs.....	10
4 Fund Information System (FIS) .....	15
5 Pharmaceutical Services.....	17
6 Objectives and their implementation for Q4/201.....	18
7 Annex I. Sub-activities planned and implemented in Q4.....	26
8 Annex II. Sub-activities planned in Q3 and implemented at the end of Q4.....	28
9 Annex III. Sub-activities planned in Q2 and implemented at the end of Q4.....	32
10 Annex IV. Sub-activities planned in Q1 and implemented at the end of Q4.....	36

## Opening Speech of the Director of the Fund

Dear Chairman, Honorable members of the Governing Board,

I am pleased to present to you the Health Insurance Fund Work Report (hereinafter referred to as 'the Fund') for the October - December 2019 quarterly period (hereinafter referred to as 'Q-4').

This report provides information on the activities carried out by our institution and how the trusted resources have been used for this period.

The revised Work Plan for 2019 consists of 13 objectives, 46 activities and 148 sub-activities. Of these, in Q-4 this year, 39<sup>1</sup> sub-activities are envisaged.

Despite the challenges encountered, I am pleased to report the achievement of a good percentage of objectives (sub-activities), including those in process within Q4 of this year, at 77%.

In addition to the Q4 objectives (sub-activities) realized within this period, some Q2 and Q3 sub-activities of this year were also implemented, with an increase in the realization of Q2 sub-activities from 88% to 97% (Ref: appendix III), as well as in the realization of Q3 sub-activities from 72% to 85% (Ref: appendix II).

Given the importance of implementing this plan, we have created an outcome-oriented culture within the institution. Further, we have installed a mechanism that monitors and closely monitors its implementation, and for each quarter we will report to you to present the successes achieved within the reporting period, the current setbacks, and the challenges that may lie ahead in the near future.

During the reporting period we have ensured effective governance, transparency and accountability in all processes.

Also during this period we have significantly improved the processes of medical treatment, almost completed the number of patients for free medical treatment under the agreement with Turkey in 100 (although a number of patients, for various reasons, could not manage to go for medical treatment), and managed to equate to 13 private health institutions in which € 383,222 were identified as free. In addition, we are in the process of settling with 24 other private health institutions with which we had 3,451 transactions.

The planned activities for the preparation and maintenance of IT infrastructure and systems for the most efficient functioning towards the performance of services have continued. In this quarter, the agreement for data exchange between the system of the Health Insurance Fund and the Central Bank of Kosovo was signed, while the agreement between the Fund and the Kosovo Chamber of Physicians is under consideration. Standard Operating Procedures have been prepared for these institutions, and the maintenance of all interconnections that have been realized with the relevant institutions has been continued.

<sup>1</sup> We can not make an accurate cut between quarters because some sub-activities according to the annual plan are included in two (2) or more quarters.

## QUARTLERY REPORT

TM4/2019

During this quarter, the testing environments and "production" environments were prepared and configured, and after testing and operational acceptance, E-prescriptions and the Fund Information System (FIS) were installed in these facilities. The IT Department has assisted in all FIS tests and has facilitated the processes and preparation of the technical infrastructure for the establishment and installation of the basic system. In cooperation with the Information Society Agency, the tests have been conducted and three subsystems of E-prescriptions (basic Web application, Patient Portal and Portal for registered pharmacies) have been published online.

Furthermore, training sessions were held for 903 pharmacists and other staff of the Fund, such as; medical service officials, budget and finance officials, etc.

Regarding the location of the Fund, the conceptual plan for the facility of the Fund has been drafted and in 2020 contracting and rough construction are expected to start.

With all the achievements highlighted above, we have also had some challenges in meeting the objectives, including fulfilling the prerequisites for contracting services as well as starting the collection of premiums, preparing and finalizing the Out-of-Hospital Medicines List (with prices) which will be paid for by the Fund, as well as communication with the public whether through information campaigns or other forms in order to increase public confidence.

Unfulfilled objectives/activities are planned to be realized in 2020 (Annual work plan for 2020).

The following is a report with more detailed information on the results achieved under Q4 this year in relation to the objectives, activities and sub-activities set out in the revised Annual Work Plan for 2019.

With respect,

Fatmir Plakiqi */signed/*

Director of the Health Insurance Fund

Prishtina, January 2020

## 1 Introduction

The Governing Board of the Health Insurance Fund has approved the Work Plan for 2019 dated February 13, 2019, which presents in a structured manner all the objectives and activities defined for the fulfillment of all the preconditions for the full functioning of the Fund by Law 04L / 249 on Health Insurance.

Activity planning is done taking into account all the resources available to the Health Insurance Fund, including human and financial resources.

The Initial Work Plan for 2019 foresees 14 objectives, 51 activities and 170 sub-activities, but after its revision on 11/09/2019 the work plan has been reduced to 13 objectives, 46 activities and 148 sub-activities.

However, some of the planned activities have not been implemented due to delays in determining the legal basis (amendment/supplementation of the Health Insurance Law), or due to lack of staff.

Implementation of this plan will contribute to the realization of the main purpose of the Fund's function, *“Ensuring universal access of citizens and residents of the Republic of Kosovo to quality basic health care services, with the aim of improving health indicators and providing financial protection from poverty because of high health care costs through the establishment and regulation of the public health insurance system”*.

Given the importance of realizing this plan, the Fund Director has installed a mechanism that monitors and closely monitors its implementation, and reports quarterly to the Board to present successes in realizing the plan, current delays, as well as the challenges that the Fund may face in the near future.

Of the total planned sub-activities, 39 are planned within the Q4 quarterly period.

The budget spent within this quarter was € 3,476,814 or 36% of the final budget.

## 2 Budget Execution for the Q4/2019 Quarterly Period

### 2.1. Budget

Based on Law no. 06/L-133 on the Budget appropriations for the Budget of the Republic of Kosovo for 2019, € 8,697,583 has been allocated to the Fund.

Table 1. The initial budget of the Fund for 2019

Expenses/Departments	Administration	Treatment outside Public Health Institutions	Total budget for 2019
Wages and Salaries	641,286		641,286
Goods and Services	1,060,137		1,060,137
Utilities	66,160		66,160
Subsidies and Transfers		6,000,000	6,000,000
Capital expenditure	930,000		930,000
<b>Total budget for 2019</b>	<b>2,697,583</b>	<b>6,000,000</b>	<b>8,697,583</b>

From Table 1 we can see that out of the total budget allocated for 2019 in the amount of € 8,697,583, the value of € 6,000,000 or 69% of the total budget is allocated for subsidies and transfers (program - medical treatment outside the Public Health Institutions), while the other share for the Fund's administrative services.

The budget allocated for 2019 for medical treatment outside the Public Health Institutions in the amount of € 6 mil does not cover the remaining liabilities at the end of 2018 for this program, which were € 7,170,229.

This poses a challenge for the Fund as around 1,500 patients apply for out-of-state treatments each calendar year and the average annual expenditure is approximately € 12 million. Therefore the remaining liabilities are increasing year by year.

However, after the government decisions: No. 01/113 dated 05.11.2019, as well as No. 01/115 dated 17.12.2019, the Fund had budget savings in the total amount of € 1,856,326 (salaries and wages in the amount of € 283,326, goods and Services in the amount of € 700,000, utilities in the amount of € 30,000, as well as capital in the amount of € 840,000).

Whereas, with the same decisions, the Fund has benefited € 2,700,000 in the category of subsidies and transfers, respectively in the program of medical treatments outside public health institutions.

Following the budget changes with the decisions of the Government, the budget of the Fund has been increased by € 846,674. The final budget after the changes is presented in the following table.

Table 1. Final budget of the Fund for the year 2019

Expenses/Departments	Administratio n	Treatment outside Public Health Institutions	Total budget for 2019
Wages and Salaries	357,960		357,960
Goods and Services	360,137		360,137
Utilities	36,160		36,160
Subsidies and Transfers		8,700,000	8,700,000
Capital expenditure	90,000		90,000
<b>Total budget for 2019</b>	<b>844,257</b>	<b>8,700,000</b>	<b>9,544,257</b>

## 2.2. Expenses

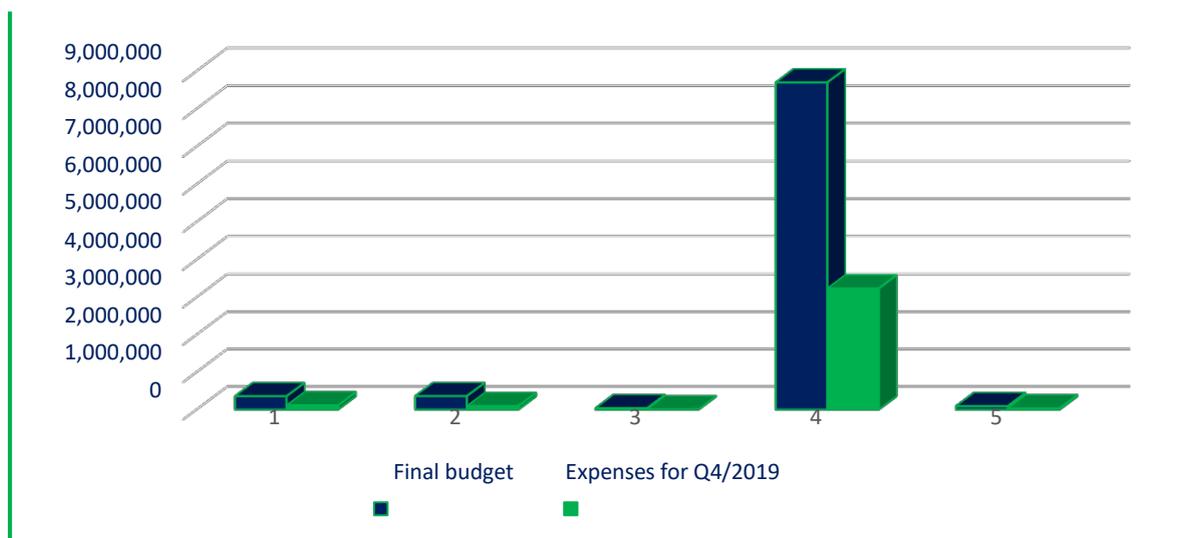
Tabela 2. Q4/2019 Quarterly expenditure in relation to the final budget 2019

Program code	Programs	Initial budget	Final budget	Expenses for Q4/2019	Execution in %
11324	Wages and Salaries	641,286	357,960	113,142	32%
	Goods and Services	1,060,137	360,137	92,338	26%
	Utilities	66,160	36,160	4,561	13%
	Subsidies and Transfers	6,000,000	8,700,000	3,234,769	37%
71600	Capital expenditure	930,000	90,000	32,004	36%
<b>Total</b>		<b>8,697,583</b>	<b>9,544,257</b>	<b>3,476,814</b>	<b>36%</b>

From the table above we can see that of the total budget allocated, only in Q4 2019 a total of € 3,476,814 or over 36% of the final budget was spent. The following provides disclosures for each category of expenditure, such as:

The following figure shows the expenditure for Q4/2019 in relation to the final budget for 2019.

Figure 1. Expenditure for Q4/2019 in relation to final budget



### 2.3. Obligations

The Fund has established a good payment system in full compliance with Treasury rules, ranging from contracting to their execution. Each invoice received is initially protocolled and paid according to the applicable regulation. For all unpaid invoices, a separate record is kept, which is regularly reported to the Treasury (Ministry of Finance).

Despite this regular payment process, in the absence of the budget a considerable amount of liabilities has remained unpaid. They mainly relate to the category of Subsidies and Transfers, namely the program of Medical Treatments outside the Public Health Institutions. On 31 December 2019 these liabilities were in the amount of € 10,508,495, or € 1,990,900 lower compared to September 30, 2019, where the value of liabilities was € 12,499,395. The reduction of liabilities was also influenced by the payments/breach of liabilities with free funds identified by the process of reconciliation with private health institutions in the amount of € 363,394.

Table 3. Obligations on 31 December 2019

Economic category	Obligations on 31 March 2019	Obligations on 30 June 2019	Obligations on 30 September	Obligations on 31 December 2019
Goods and Services	669	984	669	16,586
Utilities	-	-	-	25
Subsidies and Transfers	9,415,853	11,074,740	12,498,726	10,491,884 <sup>2</sup>
Capital expenditure	-	-	-	-
<b>Total</b>	<b>9,416,522</b>	<b>11,075,724</b>	<b>12,499,395</b>	<b>10,508,495</b>

<sup>2</sup> At the end of 2019, all obligations of 2018 for subsidies and transfers were covered (program of medical treatments outside IPHs), with the exception of two invoices in the total amount of € 11,340 which were not paid due to lack of confirmation of accounts.

In addition to the liabilities that are reported to the Treasury (Ministry of Finance), the Fund also has some contingent liabilities.

During Q4/2019, there were ten (10) complaints against the Fund. Of the total number of complaints reviewed four (4) were approved, and six (6) were rejected.

The lawsuit is continuing to fall. In 2018 we had 20 lawsuits; in Q1/2019 four (4) lawsuits, in Q2/2019 two (2) lawsuits, while in Q3/2019 and in Q4/2019 there are no lawsuits.

At the end of 2019, the contingent liabilities were reviewed, respectively the contingent liabilities for medicines were transferred to the HUCSK, since in 2019 the budget for medicines was transferred to the HUCSK. Contingent liabilities after review are presented in the following table.

Table 4. Contingent liabilities as of December 31, 2019

Plaintiff	Description	Amount
R-B	Treatment Outside Public Health Institutions	10,000
B-S	Treatment Outside Public Health Institutions	2,500
R-I	Treatment Outside Public Health Institutions	3,878
H-R	Treatment Outside Public Health Institutions	11,000
A-Q	Treatment Outside Public Health Institutions	4,800
A-L	Treatment Outside Public Health Institutions	8000
R-B	Treatment Outside Public Health Institutions	900
E-H	Treatment Outside Public Health Institutions	6,000
Sh-T	Treatment Outside Public Health Institutions	4,000
Xh-H	Treatment Outside Public Health Institutions	3,000
I-I	Treatment Outside Public Health Institutions	8,000
B-A	Treatment Outside Public Health Institutions	8,500
D-M	Treatment Outside Public Health Institutions	2,615
D-M	Treatment Outside Public Health Institutions	8,400
S-B	Treatment Outside Public Health Institutions	1,400
A-O	Treatment Outside Public Health Institutions	13,560
H-O	Treatment Outside Public Health Institutions	9,492
P-D	Treatment Outside Public Health Institutions	9,500
<b>Total</b>		<b>115,546</b>

## 2.4. Assets

At the end of 2018, an asset inventory commission was established which, after the process of physical identification/enumeration of the assets, drafted a report that was compared to asset reports to identify and eliminate differences.

Subsequently, following the approval of the budget law where the Fund was allocated as a separate budget organization, a commission for the transfer of assets from the Ministry of Health to the Health Insurance Fund was established, a process that ended in Q1/2019 this year.

Table 5. Assets on 31 December 2019

Description	Assets on 31 March 2019	Assets on 30 June 2019	Assets on 30 September 2019	Assets on 31 December 2019
Equipment and inventory	89,847	150,167	210,517	241,821
Depreciation for 2019	-	-	-	6,778
<b>Total</b>	<b>89,847</b>	<b>150,167</b>	<b>210,517</b>	<b>235,043</b>

Within Q1, the Ministry of Health had transferred to the Fund the assets in the amount of € 89,847, while within 2019 the assets increased by € 151,974, such as:

- Within Q2/2019 the Fund has increased assets by € 60,320. Out of them € 29,800 for the purchase of the vehicle from the government grant, while € 30,520<sup>3</sup> are from borrowings (payments were made by the Ministry of Health, while the assets were transferred to the Fund).
- Within Q3, three (3) vehicles were purchased in the total amount of € 60,350 of borrowings; and
- In Q4, the conceptual plan for the construction of the Fund facility in the amount of € 31,304 was made. However, at the end of the year the property was depreciated (€ 6,778) and the net value after depreciation is € 235,043.

## 3 Outpatient medical treatment program

### 3.1. Medical treatment outside PHIs

Medical Treatment Program Outside Public Health Institutions (MTPOPFI) is a program established to provide health services in conditions where Public Health Institutions cannot provide such services. These services are provided in private health facilities at home or abroad. The operation of this program is regulated by an administrative instruction which provides for the procedures for benefiting from this program as well as the program administration bodies.

<sup>3</sup> PC, laptop, other electronic devices.

During Q4/2019, 372<sup>4</sup> patients applied for MTPOPHI, while the number of approvals reached 347.

If we look at the total applications in relation to the approvals we see that there are still 124 cases left unapproved, either due to administrative procedures or due to requests for completing the documentation.

Table 6. Approved requests and cases for Q4/2019 period

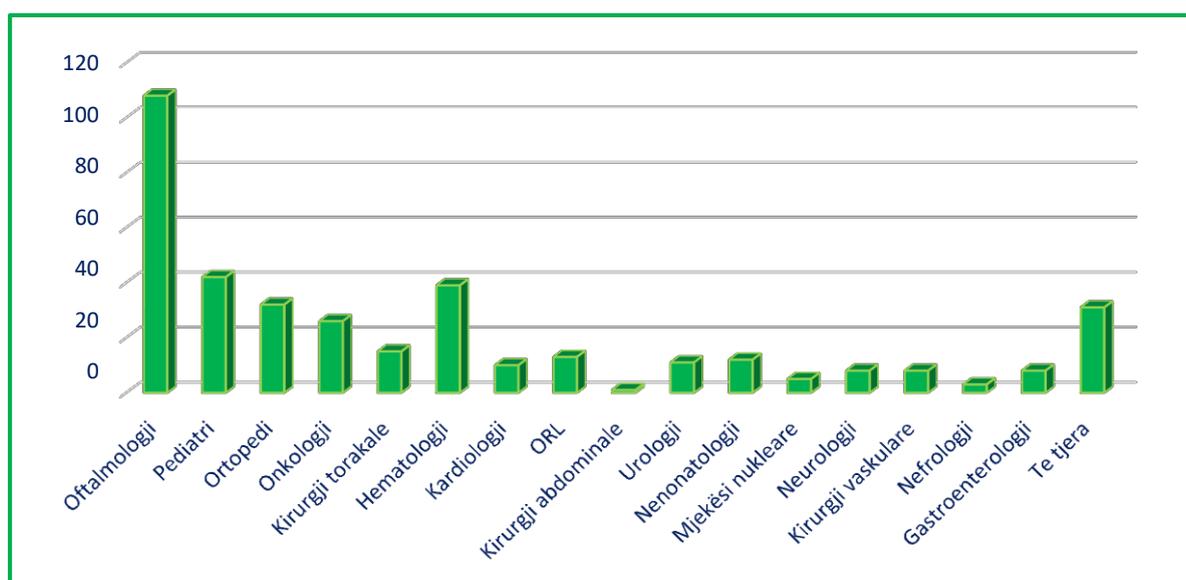
No.	Description	Q1/2019	Q2/2019	Q3/2019	Q4/2019	Total applications Q1 - Q4
1	Applications	344	371	349	372	1,436
2	Urgent cases	147	175	154	152	628
3	Regular cases	197	196	195	220	808
4	Approvals	214	438	313	347	1,312

Table 7. Number of applications for medical treatments referred by clinics for Q4/2019

No.	Clinic	No. of applications Q1/2019	No. of applications Q2/2019	No. of applications Q3/2019	No. of applications Q4/2019	Total applications Q1 - Q4
1	Ophthalmology	110	116	80	108	414
2	Pediatrics	47	75	60	42	224
3	Orthopedics	32	39	32	32	135
4	Oncology	18	32	32	26	108
5	Thoracic surgery	14	17	15	15	61
6	Hematology	17	9	30	39	95
7	Cardiology	15	11	9	10	45
8	ORL	12	14	13	13	52
9	Abdominal surgery	10	6	2	1	19
10	Urology	7	8	11	11	37
11	Neonatology	7	7	10	12	36
12	Nuclear medicine	9	5	6	5	25
13	Neurology	8	4	7	8	27
14	Vascular surgery	8	4	8	8	28
15	Nephrology	8	3	7	3	21
16	Gastroenterology	8	3	4	8	23
17	Other	14	18	23	31	86
<b>Total</b>		<b>344</b>	<b>371</b>	<b>349</b>	<b>349</b>	<b>1,436</b>

<sup>4</sup> Applications for Q4/2019 also include cases that have been sent for free medical treatment under an agreement with Turkey. In the agreement with Turkey, the number of applications per 100 patients has been completed, but a number of them (around 13 patients) for various reasons have not managed to go for medical treatment. We have asked to replace them with new patients, but this has not been accepted by Turkey.

Figure 2. Applications for medical treatments referred by clinics for Q4/2019



### 3.2. Payments for medical treatment outside PHI

Payments for medical treatments outside PHI for Q4/2019 were in the amount of € 3,234,769, or over 37% of this category's budget. The following table shows payments by country where they were made.

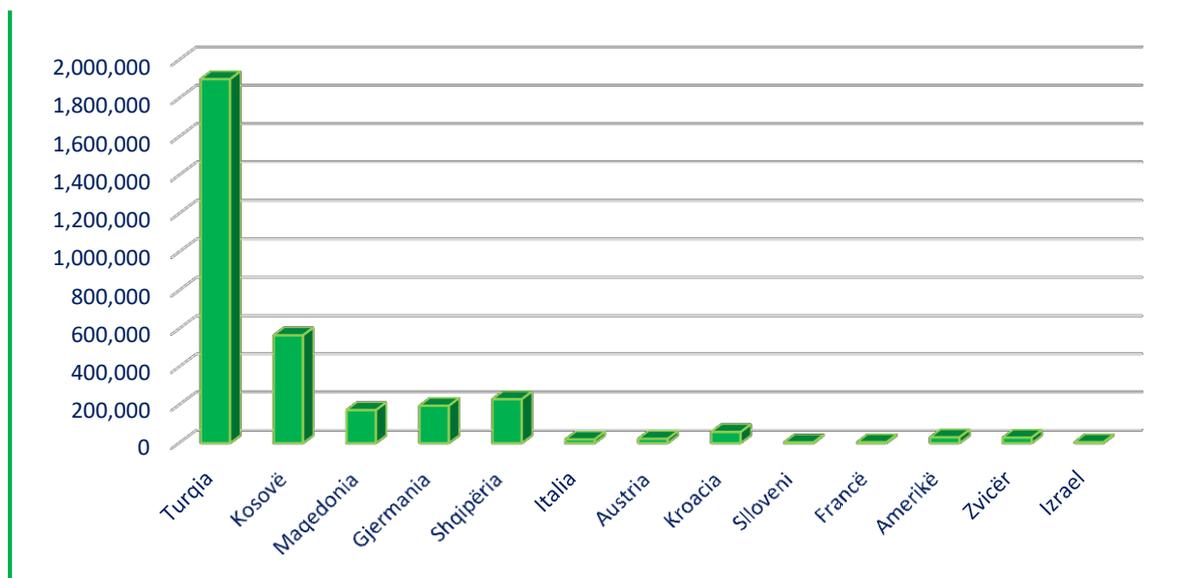
Table 8. Payments for medical treatments outside Public Health Institutions for Q4/2019

No.	Turkey	Number of payments Q1 - Q3	Number of payments Q4	Total number of payments Q1 -Q4	Value of payments Q1 - Q3	Value of payments Q-4	Value of payments Q1 -Q4
1	Turkey	159	78	237	3,734,780	1,900,182	5,634,962
2	Kosovo	169	116	285	645,920	565,965	1,211,885
3	Macedonia	119	62	181	291,627	173,018	464,645
4	Germany	25	17	42	273,606	195,860	469,466
5	Albania	47	29	76	240,992	230,239	471,231
6	Italy	12	2	14	132,876	19,150	152,026
7	Austria	6	1	7	52,724	22,089	74,813
8	England	2	-	2	28,132	-	28,132
9	Kroatia	7	4	11	20,747	57,815	78,562
10	Belgium	1	-	1	14,015	-	14,015
11	Slovenia	3	1	4	6,200	3,360	9,560
12	France	1	1	2	3,093	4,220	7,313
13	Amerika	-	1	1	-	30,000	30,000
14	Switzerland	-	1	1	-	28,527	28,527
15	Israel	-	1	1	-	4,345	4,345
<b>Total</b>		<b>551</b>	<b>314</b>	<b>865</b>	<b>5,444,712</b>	<b>3,234,769</b>	<b>8,679,482</b>

The table above shows that payments for 314 patients have been made for Q4 this year. Most of the payments were made to cover liabilities from 2018 with the exception of some cases of 2019 which were urgent, or in other cases where patients' health worsened.

The following are graphical payments for medical treatment for Q4/2019.

Figure 3. Payments for medical treatment outside Public Health Institutions for Q4/2019



### 3.2. Reconciliation process with private hospitals

By decision dated February 23, 2019, the Director of the Fund has established the Commission for Financial Reconciliation between the Fund and Private Health Institutions at home and abroad.

According to the decision, the commission has the obligation to review, audit, and verify all documentation related to each individual application for the TMISP program, regardless of the place or time of the request. The accepted documentation will be verified against the data and information available to the commission and/or will be received by the PHI at home and abroad.

According to Law no. 03/L-222 on Tax Administration and Procedures, Article 13, Creation and maintenance of registers, paragraph 2. Notwithstanding the requirements for the maintenance of registers provided for in other tax legislation and administrative instructions: 12 2.1. a person who has a duty to create registers under this law shall keep those records for a period of at least **six (6) years** after the end of the tax period when such a related tax liability has arisen.

Based on this request, the commission established for reconciliation has defined the period 2013 - 2018, respectively six (6) years, in which it will reconcile with hospitals and identify free means (cases in which payment was made but health services were not completed, or other cases where services provided were lower compared to the payments).

The reconciliation process has proceeded according to the following steps:

- Defining the working methodology;

- Preparation of cards with Private Health Institutions at home and abroad;
- Preparation of draft reconciliations with Private Health Institutions; and
- Preparation of the final reconciliation report as well as signature by both parties.

The Reconciliation Commission initially prepared a working methodology including the entire process from preparing the cards to signing the report and archiving all the documentation. It then proceeded with the preparation of the cards with each Private Health Care Institution at home and abroad, as well as with the reconciliation process.

PAs the largest volume of transactions was with Private Health Institutions domestically, the commission has decided to prioritize. In the context of this, private Health Institutions which have the largest number of transactions were initially handled.

So far, 13 institutions have been reconciled with 740 transactions and the value of free funds resulting from this process is € 383,222. Below we have presented the details for each of them.

Table 9. Private Health Institutions with which the Fund has completed reconciliations

No.	Private Health Institution	Number of services	Total value of payments	The value of free money
1	Klinika Gjermane e Syrit sh.p.k.	288	1,104,286	158,630
2	Qendra Laserike e Syrit - Kubati	341	875,478	197,518
3	Elab Kosova sh.p.k.	37	108,512	5,500
4	Prolab sh.p.k.	14	13,651	260
5	Akat Orthomeditica	18	163,450	5,930
6	Tirana Lab	11	10,584	1,504
7	Otrila	4	13,225	2,795
8	Metropolis	1	840	-
9	Qendra Diagnostike Plus	2	765	-
10	CT Scanner	4	8,150	-
11	Italian Medical Center	4	62,409	-
12	Klinika Gjermane DFK	1	4,500	-
13	Ortoprotech	15	62,003	11,085
<b>Total</b>		<b>740</b>	<b>2,427,853</b>	<b>383,222</b>

In addition to the 13 Private Health Institutions presented in the above table, the reconciliation commission is in the process of reconciliation for 24 other institutions with which the Fund had 3,451 transactions.

Table 10. Private Health Institutions with which the Fund is in the process of reconciliation

No.	Private Health Institution	Number of services	Total value of payments
1	Orthomedica	7	45,890
2	Klinika Amerikane	1	4,700
3	Sinorg	54	835,150
4	Lindja	1	3,500
5	Spitali Amerikan	855	3,994,690
6	Kavaja	101	241,735
7	Royal	164	519,478
8	Rezonanca	181	170,165
9	Eyo Hospital	184	594,694
10	Internacional Medicine Hospital	937	5,667,881
11	Cardio Center Shpk	34	81,700
12	Klinika Gjermane E Syrit Tirane	25	166,100
13	Spitali Amerikan Tirane	236	1,794,384
14	Eye European	149	591,520
15	Acibadem Sistina	181	856,375
16	Zan Mitrev	10	89,590
17	Filip Vtori	61	362,899
18	Remedika	11	29,750
19	Medical Park	55	1,308,049
20	Istinye	2	60,000
21	Acibadem Sistina- Turkey	91	1,025,855
22	Spitali Amerikan - Turkey	36	1,071,549
23	Koc University	18	375,623
24	Liv Hospital	57	2,472,182
<b>Total</b>		<b>3,451</b>	<b>22,363,459</b>

#### 4 Fund Information System (FIS)

Within Q4, the IT Department has continued the planned activities for the preparation and maintenance of IT infrastructure and systems for more efficient operation towards the performance of services.

In this quarter, draft agreements for the exchange of data between the system of the Health Insurance Fund and the Central Bank of Kosovo have been prepared, which agreement has already been signed, and the agreement between the Fund and the Kosovo Chamber of Physicians is under review. Standard Operating Procedures for data exchange have been prepared for these institutions, specifying the data to be exchanged, the manner of exchange and other technical aspects.

The maintenance of all interconnections that have been realized with other institutions has continued and the data of the registers have been updated:

- Civil Registration Agency - automatic interconnection for data of Kosovo citizens is functional and updated on a daily basis;
- Ministry of Labor and Social Welfare - the automatic interconnection for the register of social schemes is functional and updated on a monthly basis;
- Tax Administration of Kosovo - automatic link for premium payments is functional and updated on a daily basis;
- Kosovo Chamber of Pharmacists - semi-automatic interconnection for the register of licensed pharmacists which is updated on a periodic basis as needed;
- Agency for Medical Products and Equipment - the automatic link for the register of licensed pharmacies is functional and updated on a daily basis;
- Agency for Medical Products and Equipment - automatic interconnection for the register of licensed drugs is functional and is updated on a daily basis, but the KMA has not yet defined a unique drug code; and
- Ministry of Health - semi-automatic interconnection for the register of institutions and medical staff but the data need to be cleaned and accurate. Automatic interconnection for the visit is realized, but the data should be of a higher quantity and quality.
- Central Bank of Kosovo - the first meetings have started after the signing of the agreement and during the first part of 2020 it is expected that the connection for sending payments and collecting premiums and other revenues is realized.

During this quarter, the tender for the purchase of hardware and software equipment for the Health Insurance Fund was re-announced and in Q1 2020 it is expected that the delivery will take place according to the contract.

The population with new data on the Fund's intranet has continued, but the existing ones have been maintained and updated, and at the same time the information on the Fund's website has been updated and various documents have been published in the official languages.

In this quarter, the testing environments and the “production” environment were prepared and configured, and after testing and operational acceptance, E-prescriptions and the Fund Information System (SIF) were installed in these environments. The IT department has assisted in all FIS tests and has facilitated the processes and preparation of the technical infrastructure for the deployment and installation of the core system. In cooperation with the Information Society Agency, tests were conducted and three e-prescription subsystems were published online (Basic web application, Patient Portal and Portal for registered pharmacies).

This department has also assisted in holding training sessions for pharmacists and other staff of the Fund, such as medical service officers, budget and finance officers, etc.

The Department has analyzed the data of the register of citizens of Kosovo and has prepared a report on the findings and recommendations for the improvement of data related to the creation of the trunk of the insured. The data of the register of pharmacists have also been analyzed and a report has been prepared which highlights the findings and recommends the improvements that need to be made within this register.

The application for checking the status of the online application has been further modified and a link has been published as a subdomain and linked to the Fund's website. Several reports have also been designed on request in the MTPOPHI application.

The platform for communication and exchange of documents with the German AOK has also been recommended, configured and is in the testing phase.

## 5 Pharmaceutical Services

Within Q4, the Department of Pharmaceutical Services has carried out the following activities:

- Active participation in the Commission for determining the prices of products registered in Kosovo (part of Medicines - Commission established by the Decision of the Minister of Health);
- Active participation in the structuring/unification of products registered in the "Barnatari" system of KMA (Commission established by Decision of the Minister of Health);
- Part of the contract management team "Outpatient Drug Benefit Scheme". Ongoing training on pricing methodology "External and Internal Reference Pricing" by the contracting company Conseil Sante; and
- Part of the support team for the design/implementation of the e-Recipe module; Active participation in the training of 903 Pharmacists regarding the use of the e-Prescription module.

## 6 Objectives and their implementation for Q4/2019

The revised Work Plan for 2019 foresees 13 objectives, 46 activities and 148 sub-activities. Of these, 39 sub-activities are planned in Q4 this year. Of these, 30 sub-activities were implemented and some sub-activities from Q2 were also implemented, or 88% in 97%, and in Q3 from 72% 85%. In the following are presented in detail the results achieved in relation to the objectives set.

### **Objective 1 - Ensure effective governance, transparency and accountability**

Within this objective, a number of activities are envisaged which aim to lead the Fund on the basis of efficient, transparent and accountable governance.

Within this objective, many activities aimed at institutional efficiency are foreseen, including the identification of risks as one of the preconditions for a sustainable institutional functioning, followed by regular internal audit reports, regular monthly reports on the financial situation and the annual financial report of the Fund that will reflect all activities ensuring full transparency. These activities are:

- 1.1 Prepare a register of potential risks and manage them effectively;
- 1.2 Effective budget management in line with appropriations for 2019;
- 1.3 Audits and implementation of recommendations given by internal and external audit;
- 1.4 Effective management and fair and accurate reporting of outstanding liabilities;
- 1.5 Effective management and fair and accurate reporting of non-financial assets;
- 1.6 Drafting of Annual Financial Statements; and
- 1.7 Annual Report for 2018.

For the period Q4/2019 this objective had a total of eight (8) sub-activities, of which all have been implemented.

However, some of the activities are related to regular monthly reporting and those activities will continue in other periods.

**Objective 2** - Prepare a three (3) year institutional development plan and an annual work plan for 2020

One of the most important objectives is the strategic planning for Institutional Development which is a very important segment because it ensures that the institution has its vision and orientations towards measurable goals. As such, long-term institutional planning is a useful tool that serves as a guide for day-to-day decision-making and also for evaluating progress.

Within this objective are foreseen two (2) related activities, such as:

- 2.1 Prepare a three (3) key institutional development plan including vision, mission, values and strategic goals; and
- 2.2 Preparation of the annual work plan for 2020.

This objective in Q4/2019 had a total of two (2) sub-activities, of which one (1) is implemented, while one (1) is under implementation.

**Objective 3** - Identify the needs for amending/supplementing the legal and sub-legal acts as well as the internal administrative procedures and initiating them to complete the legislation.

Within this objective there are a total of three (3) activities as follows:

- 3.1 Contribution to amendment/supplementation of existing Legislation;
- 3.2 Contributing to the drafting of new regulations that are necessary to supplement the Fund's secondary legislation; and
- 3.3 Establishment of internal administrative procedures, including guidelines for guiding employees to work.

This objective in Q4/2019 had a total of four (4) sub-activities, of which one (3) is in the process of being implemented, while three (3) remain unfinished.

#### **Objective 4 - Development and implementation of systems**

Within this objective there are four (4) activities as follows:

- 4.1 Interconnection of FIS systems - Fund Information System;
- 4.2 Installation and configuration of hardware;
- 4.3 Manage, update, maintain and migrate servers and other equipment; and
- 4.4 Planning, development and maintenance of the Fund's internal systems.

This objective in Q4/2019 had a total of three (3) sub-activities, which have been fully completed.

#### **Objective 5 - Implementation of the Fund Information System**

Within this objective there are a total of six (6) activities as follows:

- 5.1 E-recipe implementation;
- 5.2 E-recipe user manual and training of E-recipe users;
- 5.3 Implementation of FIS (Liaison Module with Civil Registration Agency (ARC), Central Bank of Kosovo (CBK), Tax Administration of Kosovo (TAK), and other relevant institutions;
- 5.4 Implementing the FIS (Finance Management and Accounting Module);
- 5.5 Implementation (Reporting Module); and
- 5.6 FIS User Manual and Training of FIS Users.

This objective in Q4/2019 had four (4) sub-activities, which have been completed.

#### **Objective 6 - Collaboration with the University Clinical Hospital Service of Kosovo (HUCSK) and other health care institutions. Prepare for contracting health services**

- 6.1 Within this objective, there is only one (1) activity related to the finalization of contracting procedures and the definition of a contract model for health services.

During Q4/2019 this objective had two (2) sub-activities, which have not been completed during this quarter.

**Objective 7 - Effective management of medical treatment outside the Public Health Institutions**

Within this objective there are a total of two (2) activities as follows:

- 7.1 Analysis of processes of medical treatment outside the Public Health Institutions; and
- 7.2 Reconciliation with private health institutions.

During Q4/2019 this objective had two (2) sub-activities, of which one (1) has been implemented and one (1) is in the process of being implemented.

**Objective 8 - Establishment of cooperation with other local institutions**

Within the framework of this objective there are three (3) activities as follows:

- 8.1 Memorandum of Understanding with TAK, ARC and CBK;
- 8.2 Collaboration with Chambers of Health Professionals; and
- 8.3 Donor Cooperation (Donations to provide assistance whether through financial means, activity coverage or training organization.

During Q3/2019 this objective had one (1) sub-activity which was not implemented in this quarter.

**Objective 9 - Capacity building of human resources and continuing vocational education**

Within this objective there are a total of three (3) activities as follows:

- 9.1 Regional Offices;
- 9.2 Recruitment of staff (48 positions) to fill the vacancies necessary for the functioning of the Institution; and
- 9.3 Provide training for new staff and professional staff.

During Q3/2019 this objective had three (3) sub-activities, which are in the process of being implemented.

**Objective 10** - Completion of prerequisites for contracting services and starting the collection of premiums according to Law no. 04/L-239 on Health Insurance

Within this objective there are a total of five (5) activities as follows:

- 10.1 Create a list of basic health care services along with the relevant financial statement for the fiscal year;
- 10.2 Creating a list of services guaranteed by Article 7 of the Law on Health Insurance;
- 10.3 Set prices for each health care service for the fiscal year;
- 10.4 Determination of co-payments and other levels of co-financing for exempt categories; and
- 10.5 Provision of insurance cards, or other means of identification for the insured, including at least 75% of public and private sector employees, as well as 75% of individuals of the exempt categories.

During Q3/2019 this objective had four (4) sub-activities, of which two (2) are in the process of being implemented, while the other two (2) remain unfulfilled.

**Objective 11** - Preparation and finalization of the list of out-of-hospital medicines (with prices) to be paid by the Fund

Within this objective there are a total of four (4) activities as follows:

- 11.1 Initiate the procedure for establishing a legal basis for contracting pharmacies;
- 11.2 Finalize the list of out-of-hospital drugs at prices to be paid by the Fund;
- 11.3 Concluding MoUs with municipalities on the use of E-prescriptions by MFMCs; and
- 11.4 Contracts with pharmacies for medicines to be paid by the Fund.

In Q4/2019 this objective had no sub-activities, their planning was delayed due to legal obstacles encountered in contracting pharmacies and implementation was delayed until the legal basis was clarified.

**Objective 12** - Informing the public through information campaigns and increasing public confidence

Within this objective there are a total of three (3) activities as follows:

- 12.1 Analysis of information needs, including target groups, methodology used, etc.;
- 12.2 Preparation of necessary materials (brochures, seminars, spots, web site announcements, etc.); and
- 12.3 Organizing information campaigns.

During Q4/2019 this objective had five (6) sub-activities. All these activities are in the process of realization.

**Objective 13** - Securing the location/beginning of construction of the Health Insurance Fund facility

Within this objective there are a total of three (3) activities as follows:

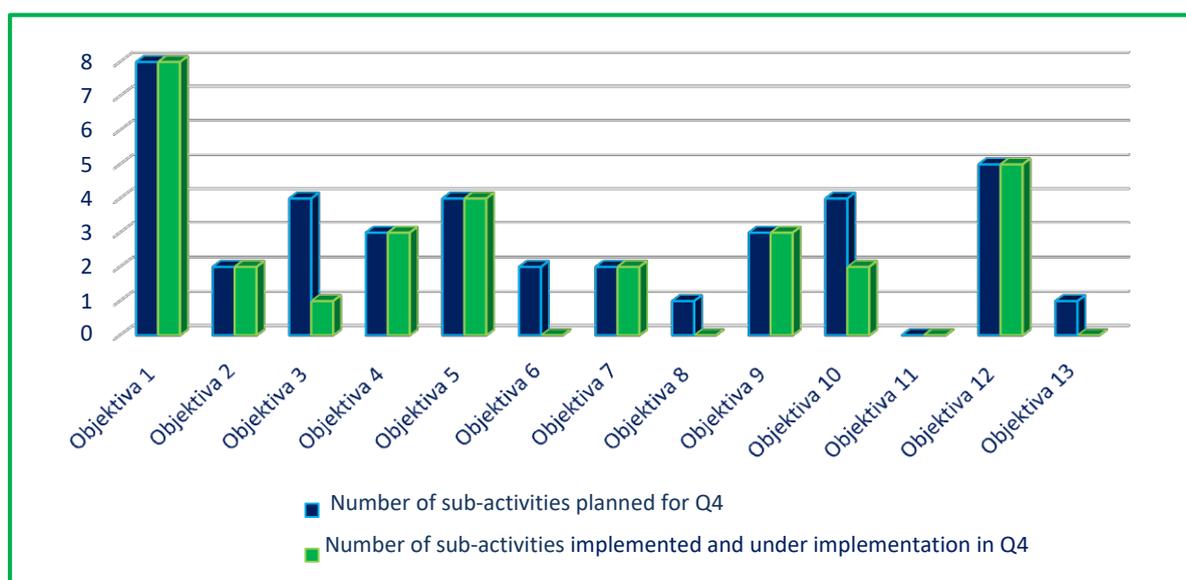
- 13.1 Designation of the parcel, preparation of the conceptual design as well as obtaining the construction permit;
- 13.2 Bidding procedures and contract award; and
- 13.3 Commencement of construction of the facility.

During Q4/2019 this objective had one (1) sub-activity, which could not be implemented during this quarter.

Table no. 9. The results achieved in Q4 in relation to the set objectives

Objectives	Number of sub-activities of scheduled for 2019	Number of sub-activities planned for Q4	Number of sub-activities carried out and in process in Q4	Number of sub-activities not implemented in Q4	Level of realization of the 2019 work plan in
<b>Objective 1</b> - Ensure effective governance, transparency and accountability in the HIF.	26	8	8	0	100%
<b>Objective 2</b> - Prepare a three (3) year institutional development plan and an annual work plan for 2020.	7	2	2	0	100%
<b>Objective 3</b> - Identify the needs for amending/supplementing the laws and bylaws as well as internal administrative procedures and initiating them to complete the legislation.	11	4	1	3	25%
<b>Objective 4</b> - Development and implementation of systems.	19	3	3	0	100%
<b>Objective 5</b> - Implementation of the FIS.	21	4	4	0	100%
<b>Objective 6</b> - Collaboration with University Clinical Hospital Service of Kosovo (HUCSK) and other health care institutions. Prepare for contracting health services.	5	2	0	2	0%
<b>Objective 7</b> - Effective management of medical treatment outside Public Health Institutions.	4	2	2	0	100%
<b>Objective 8</b> - Establishment of cooperation with other local institutions as well as with international partners.	6	1	0	1	0%
<b>Objective 9</b> - Capacity building of human resources and continuing vocational education.	6	3	3	0	100%
<b>Objective 10</b> - Completion of prerequisites for contracting services and start of collection of premiums according to law no. 04/L-249 on Health Insurance.	21	4	2	2	50%
<b>Objective 11</b> - Preparation and finalization of the list of out-of-hospital medicines (with prices) to be paid by the HIF.	5	0	0	0	0%
<b>Objective 12</b> - Informing the public through information campaigns and increasing public confidence.	11	5	5	0	100%
<b>Objective 13</b> - Securing the location/start of construction of the Health Insurance Fund facility.	6	1	0	1	0%
<b>Total</b>	<b>148</b>	<b>39</b>	<b>30</b>	<b>9</b>	<b>77%</b>

Figure no. 4. Results achieved in Q4 in relation to the set objectives (sub-activities)



The above figure shows that most of the objectives (sub-activities for Q4 2019) have been met. In total, the achievement of the objectives, including those in process, reaches 77%. The lowest implementation was on the following objectives:

1. **Objective 3** - Identify the needs for amending/supplementing the laws and bylaws as well as internal administrative procedures and initiating them to complete the legislation;
2. **Objective 10** - Completion of prerequisites for contracting services and start of collection of premiums according to law no. 04/L-249 on Health Insurance; and
3. **Objective 11** - Preparation and finalization of the list of out-of-hospital medicines (with prices) to be paid by the Fund.

The reasons for not fulfilling the above objectives are related to several factors, such as:

1. Delays in approving the annual work plan for 2019; and
2. Delays in completing/amending health insurance legislation.

However, taking into account all factors, such as "realization of the Q4 plan at 77%, increase in the realization of the Q2 plan from 88% to 97% and increase in the realization of the Q3 plan from 72 to 85% shows satisfactory performance for this period.

## 7 Annex I. Sub-activities planned and implemented in Q4.

Objectives	Activities	Sub-activity	Completed sub-activities	Sub-activities in process	Unfinished sub-activities
<b>Objective 1 - Ensure effective governance, transparency and accountability in the Fund</b>	1.1. Preparation of a register of potential risks as well as their effective management.	1.1.4. Regular monitoring of the risk register.	X		
	1.2. Efficient budget management in accordance with budget allocations for	1.2.4. Regular monthly reporting on expenditures in accordance with the cash flow plan.	X		
	1.3. Audits and implementation of recommendations given by internal and external audit.	1.3.2. Planning and completion of internal audits (four audits) based on areas identified with risk.	X		
		1.3.5. Regular monitoring of the action plan until their full implementation.	X		
		1.3.6. Monitoring the implementation of internal audit recommendations.	X		
	1.4. Efficient management and fair and accurate reporting of outstanding liabilities.	1.4.1. Regular monthly reporting on outstanding liabilities.	X		
		1.4.2. Maintaining a register of contingent liabilities.	X		
1.5. Efficient management and fair and accurate reporting of non-	1.5.5. Regular recording of new assets (received/purchased).	X			
<b>Objective 2 - Preparation of the three (3) year institutional development plan and the annual work plan for 2020.</b>	2.1. Preparation of three (3) year Institutional Development Plan including vision, mission, values and	2.1.5. Drafting the final draft of the instit.development plan and sending it to the Board.	X		
	2.2. Preparation of the annual work plan for 2020.	2.2.2. Draft annual work plan for 2020.		X	
<b>Objective 3 - Identify needs for fulfillment/amendment of legal and sub-legal acts as well as internal administrative procedures as well as their initiation for the completion of legislation</b>	3.2. Contributing to the drafting of new regulations which are necessary for the completion of the secondary legislation of the Health Insurance Fund (HIF).	3.2.6. Issuance of the normative Act for the Procedures of evidence of the insured in the Fund.			X
		3.2.7. Other internal acts that ensure the efficient operation of the HIF (archiving, security, public communication, finance and budget, personnel, etc).		X	
	3.3. Creating internal administrative procedures, including manuals for instructing employees on work.	3.3.2. Manual (PSV) for Reimbursement of out of-Hospital Drug Bills.			
3.3.3. Doracak (PSV) p�r procesimin e pagesave / premiumeve.					X
<b>Objective 4 - Development and implementation of systems</b>	4.3. Manage, update, maintain and migrate servers and other devices..	4.3.1. Continuous management of servers, their maintenance and migration.	X		
		4.3.2. Installation, configuration and entry into the computer domain.	X		
		4.3.3. Provide remote access for interconnected parties using the government network.	X		
<b>Objective 5 - Implementation of FIS</b>	Implementation of FIS (Module for financial management and accounting.	5.4.3. Preparation and configuration of the LIVE environment of all FIS modules.	X		
	FIS usage manual and training of FIS users.	5.6.2. User training.	X		
		5.6.3. Issuance of training certificates.	X		
		5.6.4. Acceptance of the system.	X		

QUARTERLY REPORT - Q4 / 2019

Objective 6 - Cooperation with the University Clinical Hospital Service of Kosovo (UCHSK) (PHC) and other health care institutions. Preparation for contracting health services	6.1. Finalize contracting procedures and define the contract model for health services.	6.1.4. Discussion of the Draft Contract with shareholders.			X
		6.1.5. Submission of the final Draft Contracts for approval.			X
Objective 7 - Effective management of medical treatments outside Public Health Institutions	7.1. Analysis of processes in medical treatments outside Public Health Institutions.	7.1.2. Periodic reporting to the UHCSK Directorate regarding the Consultative Reports for MTOPI.	X		
	7.2. Reconciliation with private Health Institutions (Domestic and abroad)	7.2.2. Reconciliations with hospitals.		X	
Objective 8 - Increase cooperation with other local institutions	8.3. Cooperation with donors to provide assistance either through financial means, coverage of activities or organization of trainings).	8.3.1. Coordination meeting with donors.			X
Objective 9 - Capacity building of human resources as well as continuing professional education	9.2. Recruitment of staff (48 positions) to fill vacancies, necessary for the functioning of the Institution.	9.2.1. Recruitment of staff for vacancies based on the regulation on internal organization.		X	
		9.3.2. Realization of basic trainings for the new staff.		X	
	9.3. Providing training for new staff and professional staff.	9.3.3. Implementation of trainings for professional staff (advanced trainings).		X	
Objective 10 - Fulfilling the preconditions for contracting services and starting the collection of premiums according to law no. 04/L-249 on Health Insurance	10.4. Determining co-payments and other levels of co-financing for exempt categories.	10.4.2. Coordination with MLSW for the poverty test.		X	
		10.5.2. Creating a Family Tree for the Insured.		X	
	10.5. Equipping with insurance cards, or other means of identification for the insured, including at least 75% of public and private sector employees, as well as 75% of individuals in the exempt categories.	10.5.3. Providing insurance cards, or other means of identification for a minimum of 75% of public and private sector employees.			X
		10.5.4. Providing insurance cards, or other means of identification for a minimum of 75% of individuals in the exempt categories.			X
Objective 12 - Inform the public through information campaigns and increasing public trust	12.2. Preparation of necessary materials (brochures, seminars, spots, announcements on the website, etc.).	12.2.3. Preparation of materials for information through the website.		X	
		12.3.1. Organizing seminars and conferences.		X	
	12.3. Organizing information campaigns.	12.3.3. Organizing information roundtables.		X	
		12.3.4. Informing the public through spots in the media.		X	
		12.3.5. Establishment of a monitoring office		X	
Objective 13 - Provide the location/ start of construction of the Fund facility	13.3. Start of construction of the facility.	13.3.1. Commencement of rough construction.			X
<b>Total</b>			<b>17</b>	<b>13</b>	<b>9</b>

## 8 Annex II. Sub-activities planned in Q3 and implemented at the end of Q4

Objectives	Activities	Sub-activities	Completed sub-activities	Sub-activities in process	Unfinished sub-activities	
<b>Objective 1 - Ensure effective governance, transparency and accountability in HIF.</b>	1.1. Preparation of a register of potential risks as well as their effective management.	1.1.4. Regular monitoring of the risk register.	X			
	1.2. Efficient budget management in line with budget allocations for 2019.	1.2.4. Regular monthly reporting on expenditures in accordance with the cash flow plan.	X			
	1.3. Audits and implementation of recommendations given by internal and external audit.	1.3.2. Planning and completion of internal audits (four audits) based on areas identified with risk.	X			
		1.3.3. Designation of the person responsible for the implementation of external audit	X			
		1.3.4. Drafting an action plan for the implementation of the	X			
		1.3.5. Regular monitoring of the action plan until their full implementation.	X			
	1.4. Efficient management and fair and accurate reporting of outstanding	1.3.6. Monitoring the implementation of internal audit recommendations.	X			
		1.4.1. Regular monthly reporting on outstanding liabilities.	X			
	1.4.2. Maintaining a register of contingent liabilities.	1.4.2. Maintaining a register of contingent liabilities.	X			
		1.5. Efficient management and fair and accurate reporting of non-financial assets.	1.5.5. Regular recording of new assets (received/purchased).	X		
<b>Objective 2 - Preparation of three (3) year institutional development plan and annual work plan for 2020.</b>	2.1. Preparation of three (3) year Institutional Development Plan including vision, mission, values and strategic	2.1.4. Drafting the first draft of the institutional development plan..	X			
	Preparation of the annual work plan for	2.2.1. Establishment of the working group	X			
<b>Objective 3 - Identify needs for fulfillment/amendment of legal and sub-legal acts as well as internal administrative procedures as well as their initiation for the completion of legislation.</b>	3.2. Contribute to the drafting of new regulations which are necessary for the completion of the secondary legislation of the Health Insurance Fund (HIF).	3.2.4. List of Basic Health Care Services.		X		
		3.2.5. Issuance of the Normative Act for the review of complaints related to Compulsory Health Insurance.			X	
		3.2.6. Issuance of the normative Act for the Procedures of the evidence of the insured in the Fund.			X	
	Establish internal administrative procedures, including manuals for instructing employees on work.	3.2.7. Other internal acts that ensure the efficient operation of HIF (archiving, security, public communication, finance and budget, personnel, etc.).			X	
		3.3.1. Manual (PSV) for Overseas Treatments.	X			
		3.3.2. Out-of-Hospital Drugs Reimbursement Manual (PSV).			X	
		3.3.3. Manual (PSV) for processing payments/premiums.			X	

Objective 4 - Development and implementation of systems.	4.1. Interconnection of HIS systems - Fund Information System.	4.1.1. Concluding a memorandum of understanding between the Fund and the MoH for the exchange of information HIS - Fund Information System.	X		
	4.3. Manage, update, maintain and migrate servers and other devices.	4.3.1. Continuous server management, maintenance and migration (current + new)	X		
		4.3.2. Installation, configuration and entry into the computer domain	X		
		4.3.3. Provide remote access for interconnected parties using the government network	X		
Objective 5 - Implementation of FIS	5.1. Implementation of E- prescriptions.	5.1.4. Preparation and configuration of the LIVE environment and installation of the e-prescription.	X		
	5.2. E-prescription usage manual and user training of E-prescription.	5.2.1. Preparation of training plan for e-prescription.	X		
		5.2.2. User training.	X		
	5.3. Implementation of FIS (Liaison Module with the Civil Registration Agency (CRA), Central Bank of Kosovo (CBK), Tax Administration of Kosovo (TAK), as well as other relevant institutions	5.3.2. Technical specifications for interconnection of systems with CRA, TAK and CBK and MoH.	X		
		5.3.3. Testing interconnections with CRA, TAK, CBK, MLSW, KBRA, KMA and MoH.	X		
		5.3.4. Testing of registers (insured, doctors, institutions, diagnoses and procedures) with initial data.	X		
		5.3.5. Insured status management and online verification.	X		
	5.4. Implementation of FIS (Management Module of finance and accounting.	5.4.1. Prepare a plan for testing and acceptance of the system.	X		
		5.4.2. Testing the module for financial management and accounting.	X		
		5.4.3. Preparation and configuration of the LIVE environment of all FIS modules	X		
	5.5. Implementation of FIS (Reporting Module).	5.5.2. Report generation testing.	X		
		5.5.3. Test generating reports automatically on a daily, monthly basis.	X		
	5.6. FIS User Manual and FIS User Training	5.6.1. Review of the user manual.	X		
		5.6.2. User training.	X		
5.6.3. Issuance of training certificates.		X			
Objective 6 - Cooperation with the Hospital Service University Clinic of Kosovo (PHC) and other health care institutions. Preparation for contracting health services.	6.1. Implementation of FIS.	6.1.3. Drafting a contract for health services.		X	
		6.1.4. Discussion of the Draft Contract with the shareholders.			X
Objective 7 - Effective management of medical treatments outside Public Health Institutions.	7.1. Analysis of medical treatment processes outside Public Health Institutions.	7.1.1. Compilation of the narrative report from the data summarized since 2006.	X		
		7.1.2. Periodic reporting to the HUCSK Directorate regarding the Consultative Reports for	X		
	7.2. Reconciliation with private Health Institutions (Domestic and abroad).	7.2.1. Review of the process for medical treatments outside Public Health Institutions.	X		
		7.2.2. Reconciliations with hospitals		X	

Objective 8 - Increase cooperation with other local institutions.	8.1. Entering into memorandum of understanding with TAK, ARC and CBK.	8.1.1. Concluding agreements with the Tax Administration of Kosovo.	X		
		8.1.2. Concluding agreements with the Civil Registration Agency.	X		
		8.1.3. Concluding agreements with the Central Bank of Kosovo.	X		
	8.2. Cooperation with Chambers of health professionals.	8.2.1 Concluding cooperation agreements with the Chambers of Health Professionals	X		
Objective 9 - Capacity building of human resources as well as continuing professional education.	8.3. Cooperation with donors (Donations to provide assistance either through financial means, coverage of activities or organization of trainings).	8.3.1 Coordination meeting with donors.			X
		9.1. Regional offices.	9.1.2. Completion of regional offices with equipment and inventory.		
	9.2. Recruitment of staff (48 positions) to fill e vacancies, necessary for the functioning of the Institution.	9.2.1. Recruitment of staff for vacancies based on the regulation on internal organization.		X	
9.3. Providing training for new staff and professional staff.	9.3.2. Realization of basic trainings for the new staff.		X		
	9.3.3. Implementation of trainings for professional staff (advanced trainings).		X		
Objective 10 - Fulfilling the preconditions for contracting services and starting the collection of premiums according to law no. 04/L-249 on Health Insurance.	10.1. Creating a list of basic health care services together with the relevant financial statement for the fiscal year.	10.1.5. Incorporation of comments from the discussion and Final Drafting of <b>LKShTh</b> .			X
		10.1.6. Drafting the Financial Statement for the Basic List of Services.			X
	10.2. Creating a list of services guaranteed at prices from Article 7 of the Law on Health Insurance.	10.2.4. Defining the supplementary price list of		X	
		10.2.5. Submitting for approval the List of guaranteed services to the Board of Directors through the			X
	10.3. Creating negative lists for each health care service for the fiscal year.	10.3.3. The final definition of the Negative List of Health Services.			X
		10.3.4. Submitting of Negative List of Services for approval.			X
	10.4. Determining co-payments and other levels of co-financing for exempt categories.	10.4.2. Coordination with MLSW for the poverty test.		X	
		10.5.2. Creating a Family Tree for Insurers.		X	
	10.5. Provision of insurance cards, or other means of identification for policyholders, including at least 75% of public and private sector employees, as well as 75% of individuals in the exempt categories.	10.5.3. Providing insurance cards, or other means of identification for a minimum of 75% of employees in the public and private sector.			X
		10.5.4. Providing insurance cards, or other means of identification for a minimum of 75% of individuals in the exempt categories.			X

QUARTERLY REPORT - Q4 / 2019

Objective 12 - Informing the public through information campaigns and increasing public trust.	12.2. Preparation of necessary materials (brochures, seminars, spots, announcements on the website, etc.).	12.2.3. Preparation of materials for information through the website.		X	
	12.3. Organizing information campaigns.	12.3.1. Organizing seminars and conferences.		X	
		12.3.2. Meeting with NGOs		X	
		12.3.3. Organizing information roundtables.		X	
		12.3.4. Informing the public through spots in the media.		X	
		12.3.6. Establishment and functioning of the advice office and citizen support.		X	
Objective 13 - Securing the location / starting the construction of the Health Insurance Fund facility.	Tendering procedures and conclusion of the	13.2.1. Tendering procedures.		X	
		13.2.2. Contract signing.			X
	Start of construction of the facility.	13.3.1. Commencement of rough construction.			X
<b>Total</b>			<b>39</b>	<b>17</b>	<b>16</b>

## 9 Annex III. Sub-activities planned in Q2 and implemented at the end of Q4

Objectives	Activities	Sub-Activities	Completed sub-activities	Sub-activities in process	Unfinished sub-activities
<b>Objective 1 - Ensure effective governance, transparency and accountability in the Fund</b>	1.1. Preparation of a register of potential risks as well as their effective management.	1.1.4. Regular monitoring of the risk register.	X		
	1.2. Efficient budget management in line with budget allocations for 2019.	1.2.4. Regular monthly reporting on expenditures in accordance with the cash flow plan.	X		
	1.3. Audits and implementation of recommendations given by internal and external audit.	1.3.1. Acceptance of the external audit report on the financial statements.	X		
		1.3.2. Planning and completion of internal audits (four audits) based on areas identified with risk.	X		
		1.3.6. Monitoring the implementation of internal audit recommendations.	X		
	1.4. Efficient management and fair and accurate reporting of outstanding liabilities.	1.4.1. Regular monthly reporting on outstanding liabilities.	X		
		1.4.2. Maintaining a register of contingent liabilities.	X		
1.5. Efficient management and fair reporting and i correct non-financial assets.	1.5.5. Regular recording of new assets (received/purchased).	X			
<b>Objective 2 - Preparation of three (3) year institutional development plan and annual work plan for 2020</b>	2.1. Preparation of three (3) year institutional development plan including vision, mission, values and strategic goals.	2.1.3. Twinning for drafting the institutional development plan.		X	
		2.1.4. Drafting the first draft of the institutional development plan.	X		
<b>Objective 3 - Identify needs for fulfillment / amendment of legal and sub-legal acts as well as internal administrative procedures as well as their initiation for the completion of legislation</b>		3.2.4. List of Basic Health Care Services.		X	
		3.2.6. Issuance of the normative Act for the Procedures of the evidence of the insured in the Fund.			X
		3.2.7. Other internal acts that ensure the efficient operation of HIF (archiving, security, public communication, finance and budget, personnel, etc.).		X	

Objective 4 - Development and implementation of systems	4.1. Interconnection of HIS systems - Fund Information System.	4.1.1. Concluding a memorandum of understanding between the Fund and the MoH for the exchange of information HIS - Fund Information System.	X			
	4.3. Manage, update, maintain and migrate servers and other devices.	4.3.1. Continuous management of servers, their maintenance and migration (current + newj)	X			
		4.3.2. Installation, configuration and entry into the computer domain	X			
		4.3.3. Provide remote access for interconnected parties using the government network	X			
	4.4. Planning, development and maintenance of internal HIF systems.	4.4.1. Establish procedures for user accounts, security policies and other standard operating procedures for the use, maintenance and monitoring of hardware and software equipment.			X	
		4.4.5. Human resource and wage management system planning.			X	
		4.4.6. Implementation of the help desk system.	X			
		4.4.7. Implementation of internal asset management system.	X			
		4.4.8. Analysis, planning and sketching of HIF intranet construction.	X			
		4.4.9. Preparation of financial plan, human resources, training and technology in the MSI department.	X			
	Objective 5 - Implementation of the Fund Information System	5.1. Implementation of E- prescription.	5.1.1. Preparation / Signing of the detailed project plan.	X		
5.1.2. Acceptance of hardware equipment (servers + other equipment) according to the tender for			X			
5.1.3. Preparation and configuration of the TESTING environment for the installation of the prescription.			X			
5.1.4. Preparation and configuration of the LIVE environment and installation of the prescription.			X			
5.2. E-prescription usage manual and training of E-prescription users.		5.2.1. Preparation of training plan for e-prescription.	X			
5.3. Implementation of FIS (Liaison Module with the Civil Registration Agency (CRA), Central Bank of Kosovo (CBK), Tax Administration of Kosovo (TAK), as well as other relevant institutions.		5.3.1. Coordination with CRA, TAK and CBK, MoH, MLSW, KBRA and ISA	X			
		5.3.2. Technical specifications for interconnection of systems with CRA, TAK and CBK and MoH.	X			
		5.3.4. Testing of registers (insured, doctors, institutions, diagnoses and procedures) with initial data.	X			
5.4. Implementation of FIS (Management Module finance and accounting.		5.4.1. Prepare a plan for testing and acceptance of the system.	X			
5.5. Implementation of FIS (Reporting Module).		5.5.1. Identify the necessary reports.	X			

Objective 6 - Cooperation with the University Clinical Hospital Service of Kosovo (UCHSK) (PHC) and other health care institutions. Preparation for contracting health services	6.1. Finalize contracting procedures and define the contract model for health services.	6.1.1. Review of model contracts for health services from different countries.		X		
		6.1.2. Extensive discussion with stakeholders on defining the contract model.			X	
Objective 7 - Effective management of medical treatments outside Public Health Institutions	7.1. Analysis of medical treatment processes outside Public Health Institutions.	7.1.1. Compilation of the narrative report from the data summarized since 2006.	X			
		7.1.2. Periodic reporting to the HUCSK Directorate regarding the Consultative Reports for MTOPIU.	X			
	7.2. Reconciliation with private Health Institutions (Domestic and abroad).	7.2.1. Review of the process for medical treatments outside Public Health Institutions.	X			
		7.2.2. Reconciliations with hospitals		X		
Objective 8 - Increase cooperation with other local institutions as well as with international partners	8.1. Concluding memorandums of understanding with TAK, CRA and CBK.	8.1.1. Concluding agreements with the Tax Administration of Kosovo.	X			
		8.1.2. Concluding agreements with the Civil Registration Agency.	X			
		8.1.3. Concluding agreements with the Central Bank of Kosovo.	X			
	8.3. Cooperation with donors (Donations to provide assistance either through financial means, coverage of activities or organization of trainings).	8.2. Cooperation with Chambers of health professionals.	8.2.1. Concluding cooperation agreements with Chambers of Physicians		X	
		8.3.1. Coordination meeting with donors.			X	
			8.3.2. Identification of joint activities.		X	
Objective 9 - Capacity building of human resources as well as continuing professional education	9.1. Regional offices.	10.1.1. Memorandum of Understanding with Municipalities, or other institutions for the use of space for the needs of		X		
		10.1.2. Completion of regional offices with equipment and inventory.			X	
	9.2. Recruitment of staff (48 positions) to fill e vacancies, necessary for the functioning of the Institution.	10.2.1. Recruitment of staff for vacancies based on the regulation on internal organization.		X		
		10.3.2. Realization of basic trainings for the new staff.		X		
	9.3. Providing training for new staff and professional staff.	10.3.3. Implementation of trainings for professional staff (advanced trainings).		X		
				X		

Objective 10 - Fulfilling the preconditions for contracting services and starting the collection of premiums according to law no. 04 / L-249 on Health Insurance	10.1. Creating a list of basic health care services together with the relevant financial statement for the fiscal year.	10.1.2. Health Services Nomenclature Review.		X		
		10.1.3. Definition of the Basic List of Services by KT.		X		
		10.1.4. Discuss the Basic List of Services with Stakeholders.			X	
	10.2. Creating a list of services guaranteed by Article 7 of the Law on Health Insurance.	10.2.1. Drafting the list of guaranteed (compulsory) services).		X		
		10.2.2. Discuss the List of Guaranteed Services with stakeholders.				X
		10.2.3. The final definition of the Guaranteed Services List.				X
	10.3. Creating negative price lists for each health care service for the fiscal year.	10.3.2. Discuss the Negative List of services with stakeholders.				X
	10.4. Determining co-payments and other levels of co-financing for exempt categories.	10.4.2. Coordination with MLSW for the poverty test.		X		
	10.5. Equipped with insurance cards, or other means identification for policyholders, including at least 75% of public and private sector employees, and 75% of individuals in the	10.5.1. Establishment of a working group for the form of identification of the insured.		X		
		10.5.2. Creating a Family Tree for Insurers.		X		
Objective 12 - Inform the public through information campaigns and increasing public trust	12.1. Analysis on information needs, including target groups, methodology used, etc..	12.1.1. Determining the groups needed for		X		
		12.1.2. Defining the methodology		X		
	12.2. Preparation of necessary materials (brochures, seminars, spots, announcements on the website, etc.).	12.2.1. Preparation of brochures.		X		
		12.2.2. Preparation of agendas, materials for holding conferences and seminars.		X		
		12.2.3. Preparation of materials for information through the website.		X		
	12.3. Organizing information campaigns.	12.3.3. Organizing information roundtables.		X		
		12.3.4. Establishment and functioning of the advice office and citizen support.		X		
Objective 13 - Securing the location / starting the construction of the Health Insurance Fund facility	12.1. Assignment of the plot, preparation of the conceptual design as well as obtaining the construction permit.	13.1.2. Analysis regarding the parcels that may be available and determining the most suitable parcel for the development of the Fund's	X			
		13.1.3. Design company selection / Definition of conceptual design / Technical specification, including pre-measurements and pre-calculations / Consent /	X			
<b>Total</b>			<b>35</b>	<b>27</b>	<b>7</b>	

## 10 Annex IV. Sub-activities planned in Q1 and implemented at the end of Q4

Objectives	Activities		Completed sub-activities	Sub-activities in process	Unfinished sub-activities
<b>Objective 1 - Ensure effective governance, transparency and accountability in HIF.</b>	1.1. Preparation of a register of potential risks as well as their effective management.	1.1.1. Establishment of a working group for the	X		
		1.1.2. Compilation of the risk register.	X		
		1.1.3. Designation of the person responsible for reporting and monitoring the	X		
		1.1.4. Regular monitoring of the risk register.	X		
	1.2. Efficient budget management in line with budget allocations for 2019.	1.2.1. Drafting a cash flow plan.	X		
		1.2.2. List of liabilities from the previous year.	X		
		1.2.3. Drafting specifics for Capital Investments.	X		
		1.2.4. Regular monthly reporting on expenditures in accordance with the cash	X		
		1.3.2. Planning and completion of internal audits (four audits) based on areas identified with risk.	X		
		1.3.6. Monitoring the implementation of internal audit recommendations.	X		
	1.4. Efficient management and fair and accurate reporting of outstanding	1.4.1. Regular monthly reporting on outstanding liabilities.	X		
		1.4.2. Maintaining a register of contingent liabilities.	X		
	1.5. Efficient management and fair and accurate reporting of non-financial assets.	1.5.1. Establishment of a commission for property	X		
		1.5.2. Compilation of asset inventory registration.	X		
		1.5.3. Establishment of a commission for the transfer of assets from the MoH to the Fund.	X		
		1.5.4. Transfer of assets from MoH to Fund.	X		
		1.5.5. Regular recording of new assets (received / purchased).	X		
	1.6. Preparation of Annual Financial Statements.	1.6.1. Collection of financial data.	X		
		1.6.2. Preparation of annual financial statements.	X		
	1.7. Annual Report for 2018.	1.7.1. Establishment of a working group for drafting the	X		
1.7.2. Creating an annual reporting model.		X			
1.7.3. Drafting the annual report for 2018.		X			
<b>Objective 2 - Preparation of three (3) year institutional development plan and annual work plan for 2020.</b>	2.1. Preparation of three (3) year institutional development plan including vision, mission, values and strategic goals.	2.1.1. Administrative procedures and approval of the Fund logo		X	
		2.1.2. Establishment of a working group for drafting an institutional development plan.	X		

Objective 3 - Identify needs for fulfillment / amendment of legal and sub-legal acts as well as internal administrative procedures as well as their initiation for the completion of legislation.	3.1. Contributing to the amendment of existing Legislation.	3.1.1. Contributing (through the working group) to the draft Law on the Health Insurance Fund (eventually including the parts affecting the Law on Health).	X		
	3.2. Issuance of new regulations.	3.2.1. HIF Staff Evaluation Regulation.	X		
		3.2.2. Contributing to the sub-legal act for exemption from payment of premium, co-payments and other co-financing obligations.	X		
		3.2.3. Initiation for the issuance of the sub-legal act that regulates the status of employees in the	X		
		3.2.7. Other internal acts that ensure the efficient operation of HIF (archiving, security, public communication, finance and budget, personnel, etc.).		X	
Objective 4 - Development and implementation of systems.	4.2. Installation and configuration of hardware devices.	4.2.1. Borrowing of hardware resources from the Information Society Agency (ISA)	X		
		4.2.2. Registration of all hardware owned by HIF	X		
		4.2.3. Preparation of technical specifications for the purchase of IT equipment	X		
		4.2.4. Preparation of technical specifications for the purchase of IT	X		
	4.3. Manage, update, maintain and migrate servers and other devices.	4.3.1. Continuous management of servers, their maintenance and migration (current + new)	X		
		4.3.2. Installation, configuration and entry into the computer domain	X		
		4.3.3. Provide remote access for related parties.	X		
		4.3.4. Preparation of technical specifications for the implementation of the security system with scanner, for physical	X		
		4.3.5. Design and standardization of electronic forms for HIF official documents, creation of official e-mail distribution groups for HIF staff.	X		
	4.4. Planning, development and maintenance of internal HIF systems.	4.4.1. Establish procedures for user accounts, security policies and other standard operating procedures for the use, maintenance and monitoring of hardware and software equipment.			X
		4.4.2. Identification and implementation of digital archive for electronic storage and	X		
		4.4.3. Improving the system for treatment abroad.	X		
		4.4.4. Development of a system for reporting the costs and activity of health services from all levels of the health system.	X		
		4.4.5. Human resource and payroll management system planning.			X
		4.4.6. Implementation of the help desk system.	X		
		4.4.7. Implementation of internal asset management system.	X		
		4.4.8. Analysis, planning and sketching of intranet	X		
		4.4.9. Preparation of financial plan, human resources, training and technology in the MSI department.	X		

Objective 5 - Implementation of FIS.	5.2. Implementation of E- prescription.	5.1.1. Preparation / Signing of the detailed project plan.	X		
	5.4. Implementation of FIS (Interconnection Module with Civil Registration Agency (CRA), Central Bank of Kosovo (CBK), Tax Administration of Kosovo (TAK), as well as other relevant institutions	5.3.1. Coordination with CRA, TAK and CBK, MoH, MLSW, KBRA and ISA	X		
Objective 6 - Cooperation with the University Clinical Hospital Service of Kosovo (UCHSK) and other health care institutions. Preparation for contracting health services.	6.1. Finalize contracting procedures and define the contract model for health services.	6.1.1. Review of model contracts for health services from different countries.		X	
Objective 7 - Effective management of medical treatments outside Public Health Institutions.	7.1. Analysis of medical treatment processes outside Public Health Institutions.	7.1.1. Compilation of the narrative report from the data summarized since 2006.	X		
		7.1.2. Periodic reporting to the HUCSK Directorate regarding the Consultative Reports for MTOPHI.	X		
	7.2. Reconciliation with private Health Institutions (Domestic and abroad).	7.2.1. Review the process for medical treatments, outside Public Health Institutions.	X		
		7.2.2. Reconciliations with hospitals.		X	
Objective 8 - Increase cooperation with other local institutions as well as with international partners	8.5. Cooperation with donors (Donations to provide assistance either through financial means, coverage of activities or organization of trainings).	8.3.1. Coordination meeting with donors.	X		
		8.3.2. Identification of joint activities.	X		
Objective 9 - Capacity building of human resources as well as continuing professional education.	9.2. Recruitment of staff (48 positions) to fill e vacancies, necessary for the functioning of the Institution.	9.2.1. Recruitment of staff for vacancies based on the regulation on internal organization.		X	
		9.3.1. Annual training plan.	X		
	9.3. Providing training for new staff and professional staff.	9.3.2. Realization of basic trainings for the new staff.			X
9.3.3. Implementation of trainings for professional staff (advanced trainings).				X	

Objective 10 - Fulfilling the preconditions for contracting services and starting the collection of premiums according to law no. 04/L-249 on Health Insurance	10.1. Creating a list of basic health care services together with the relevant financial statement for the fiscal year.	10.1.1. Amendment of the decision for the establishment of the	X		
		10.1.2. Health Services Nomenclature Review.		X	
	10.3. Creating negative lists for each health care service for the fiscal year.	10.3.1. Drafting the list of negative services.		X	
	10.4. Determining co-payments and other levels of co-financing for exempt categories.	10.4.1. Gaining experiences from the countries of the		X	
		10.4.2. Coordination with MLSW for the poverty test.		X	
Objective 12 - Informing the public through information campaigns and increasing public trust.	12.1. Analysis on information needs, incl target groups, methodology used, etc..	12.1.1. Determining the groups needed for		X	
		12.1.2. Defining the methodology		X	
	12.2. Preparation of necessary materials (brochures, seminars, spots, announcements on the website, etc.).	12.2.1. Preparation of brochures.		X	
		12.2.2. Preparation of agendas, materials for holding conferences and seminars.		X	
		12.2.3. Preparation of materials for information through the website.		X	
	12.3. Organizing information campaigns	12.3.4. Establishment and functioning of the advice office and citizen support.		X	
Objective 13 - Securing the location / starting the construction of the Health Insurance Fund facility.	13.1. Assignment of the plot, preparation of the conceptual design as well as obtaining the construction permit.	13.1.1. Administrative Procedures/Communications/Reques	X		
		13.1.2. Analysis regarding the parcels that may be available and determining the most suitable parcel for the development of the Fund's	X		
<b>Total</b>			<b>54</b>	<b>19</b>	<b>0</b>