



Republika e Kosoves/ Republika Kosova / Republic of Kosovo
Fondi i Sigurimit Shendetesor/Fond za Zdravstveno Osiguranje/
Health Insurance Fund

QUARTERLY JOB REPORT JULY - SEPTEMBER 2019

Pristina, October 2019

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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 (hereafter Fund) for the July-September 2019 quarterly period (hereinafter Q3).

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 Q3 this year, 72¹ sub-activities are envisaged, or about 49% of the annual plan.

Despite the challenges encountered, I am pleased to report the achievement of a good percentage of objectives (sub-activities), including those in process within Q3 of this year, at 72.22%.

In addition to the Q3 objectives (sub-activities) realized within this period, some Q1 and Q2 sub-activities of this year were also implemented, with an increase in the realization of Q1 sub-activities from 82% to 100% (Ref: appendix II), as well as the implementation of Q2 sub-activities from 71.42% to 88% (Ref: appendix III).

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. We have also achieved a significant part of the objectives related to identifying the needs for amending / amending the legal and sub-legal acts.

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 89, and managed to equate to five private health institutions in which € 307,703 were identified.

In addition to concluding cooperation agreements with relevant data exchange institutions, technical specifications have been prepared during this quarter and a tender has been announced for the acquisition of the Fund's hardware and software equipment, which is expected to be completed during Q4. The first intranet construction and design of the Fund has been made and the data population has started.

Hardware equipment has been accepted by the World Bank Funding System project and their configuration has been completed. The testing environment has also been prepared and configured and an E-recipe has been installed which has been tested at the Fund's premises, but is expected to be tested outside the government network and interconnected with other institutions' systems.

In addition, we have secured the location for the construction of the Health Insurance Fund facility, and have signed a contract with an operator to develop the conceptual plan.

With all the achievements highlighted by Iarte, 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.

However, during the last quarter of 2019, we will commit to delivering some of the planned sub-activities in the earlier periods of this year in addition to the sub-activities foreseen for this period.

The following is a report with more detailed information on the results achieved under Q3 this year in relation to the objectives, activities and sub-activities set out in the revised Annual Work Plan for 2019.

¹ We cannot make an accurate cut between quarters because some sub-activities under the annual plan are included in two (2) or more quarters.

With respect,

Fatmir Plakiqi [Signed]

Director of the Health Insurance Fund

Pristina, 4 October 2019

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 been prolonged due to delays in determining the legal basis (amendment / amendment 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 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, 72 are planned within the Q3 quarterly period.

The budget approved for Q3 / 2019 was € 3,474,765, out of which € 2,260,512 or 65% was executed.

2 Budget Execution for the Q3 / 2019 Quarterly Period

2.1. Budget

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

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Table 1. Budget allocated to 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
Total budget for 2019	2,697,583	6,000,000	8,697,583

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 share another 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.

2.2. Expenses

Table 2. Q3 / 2019 Quarterly Expenditure in Relation to Budget Allocated for this Period

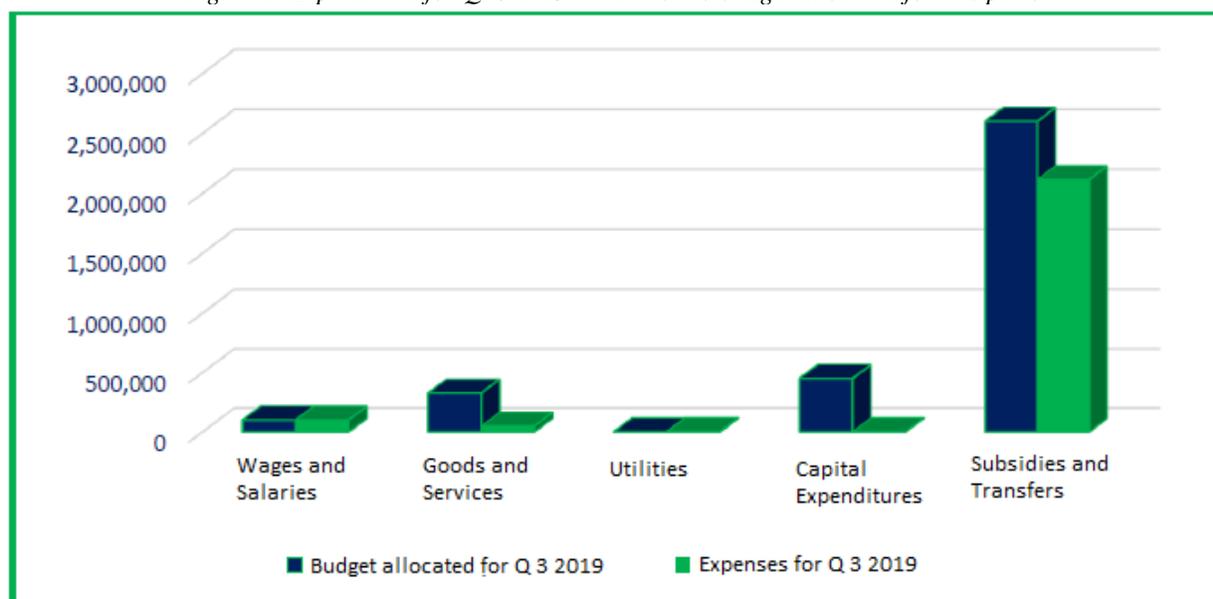
Program code	Programs	Budget by law	Budget allocated for Q3 / 2019	Expenses for Q3 / 2019	Expenditure in relation to budget allocated in%
11324	Wages and salary	641,286	98,900	98,900	100%
	Goods and services	1,060,137	325,865	46,735	14%
	Utilities	66,160	-	958	100%
	Capital expenditure	930,000	450,000	-	0%
71600	Subsidies and Transfers	6,000,000	2,600,000	2,113,920	81%
Total		8,697,583	3,474,765	2,260,512	65%

From the table above we can see that of the total budget allocated to Q3 for 2019 in the amount of € 3,474,765 € 2,260,512 or 65% was spent. The following provides disclosures for each category of expenditure, such as:

- **Wages and Salaries** - Wages and Salaries Expenses for the three-month period Q3 / 2019 were € 98,900, or 100% of the budget allocated;
- **Goods and services** - The low budget execution for goods and services comes as a result of delays in staff recruitment and the failure to establish regional offices;
- **Utilities** - There were no Utilities allocations in Q3, but Q2 allocations were used;

- **Capital Expenditures** - The capital investment budget includes the Fund's € 500,000 facility, € 400,000 TI equipment and € 30,000 vehicles. In Q3 there were no capital investment expenditures, but they are expected to be spent in Q4); and
 - **Subsidies and transfers** - Subsidies and transfers for Q3 / 2019 were € 2,113,930 / or over 35% of the budget. These expenses are incurred in accordance with the cash flow plan.
- The following figure shows the expenditure for Q3 / 2019 in relation to the budget allocated for Q3 2019.

Figure 1. Expenditure for Q3 / 2019 in relation to budget allocated for this period



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. As of 30 September 2019 these liabilities were in the amount of € 12,499,395, or € 1,423,671 higher compared to 30 June 2019, where the value of the liabilities was € 11,075,724).

Table 3. Bonds as of September 30, 2019

Economic Category	Obligations on March 31, 2019	Obligations on June 30, 2019	Obligations on September 30, 2019
Goods and Services	669	984	669
Utilities Expenses	-	-	-
Subsidies and Transfers	9,415,853	11,074,740 ¹	12,498,726

¹ Out of the value of liabilities in the category of Subsidies and Transfers at the end of September € 12,498,726, liabilities in the amount of € 2,713,993 belong to the period 2018.

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Capital Investments	-	-	
Total	9,416,522	11,075,724	12,499,395

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

During Q3 / 2019, there were six (6) complaints against the Fund. Of the total number of complaints reviewed two (2) were approved, two (2) were rejected, and two (2) are being reviewed.

Within the period Q3 / 2019 there were no new contingent liabilities, so attached is the table of contingent liabilities reported in Q2 / 2019. The lawsuit is continuing to fall. In 2018 we had 20 lawsuits in the amount of € 164,091, in Q1 / 2019 four (4) lawsuits in the amount of € 32,852, in Q2 / 2019 two (2) lawsuits in the amount of € 40,600, while in Q3 / 2019 there are no lawsuits.

Table 4. Contingent liabilities as of September 30, 2019

Plaintiff	Period	Description	Value
R.B.K	2018	Compensation for treatment abroad	10,000
B.S.	2018	Compensation for treatment abroad	2,500
R.I.	2018	Compensation for treatment abroad	3,878
H.R.	2018	Compensation for treatment abroad	11,000
A.L.	2018	Execution procedure	8,000
R.B.	2018	Compensation for treatment abroad	900
U.C. Shpk	2018	Execution procedure	36,798
R.H.M	2018	Execution procedure	6,380
M.D.	2018	Execution procedure	7,890
M.D.	2018	Execution procedure	2,180
E.H.	2018	Compensation for treatment abroad	6,000
Sh.T.	2018	Compensation for treatment abroad	4,000
Xh.H.	2018	Compensation for treatment abroad	3,000
I.I.	2018	Compensation for treatment abroad	8,000
A.Q.	2018	Execution procedure	4,800
B. A.	2018	Compensation for treatment abroad	8,500
"MT"	2018	Execution procedure	36,913
D.M.	2018	Execution procedure	2,615
"A. SHPK"	2018	Execution procedure	139
"A. SHPK"	2018	Execution procedure	598
D.M.	TM-1 2019	Compensation for treatment abroad	8,400
S.M.	TM-1 2019	Compensation for treatment abroad	1,400
A.O.	TM-1 2019	Compensation for treatment abroad	13,560
H.O.	TM-1 2019	Compensation for treatment abroad	9,492
P.D.	TM-2 2019	Compensation for treatment abroad	9,500
N.SH.	TM-2 2019	Compensation for treatment abroad	31,100

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Total	237,543
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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 at September 30, 2019

Description	Assets as of March 31, 2019	Assets on June 30, 2019	Assets as of September 30, 2019
Equipment and inventory	89,847	149,627	209,977
Total	89,847	149,627	209,977

Under Q1, the Ministry of Health transferred € 89,847 to the Fund, while in Q2 / 2019 the Fund increased its assets by € 59,780. Of these € 29,800 for the purchase of a vehicle by government grant, while € 29,980³ are from borrowing (payments are made by the Ministry of Health, while the property is transferred to the Fund). Whereas in the context of Q3, three (3) vehicles were purchased from the borrowing totaling € 60,350.

3 Outpatient medical treatment program

3.1. Medical treatment outside PHI's

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.

During Q3 / 2019, 349⁴ of patients applied for MTPOPFI, while the number of approvals reached 313. If we look at the total applications in relation to the approvals we see that there are still 99 cases left unapproved, either due to administrative procedures or due to requests for completing the documentation.

Table 6. Approved requests and cases for Q3 / 2019 period

² PC, laptop, other electronic equipment

³ Applications for Q3 / 2019 include 29 cases that were sent for free medical treatment under the agreement with Turkey. As of September 30, 2019 the number of patients sent abroad for medical treatment has reached 89.

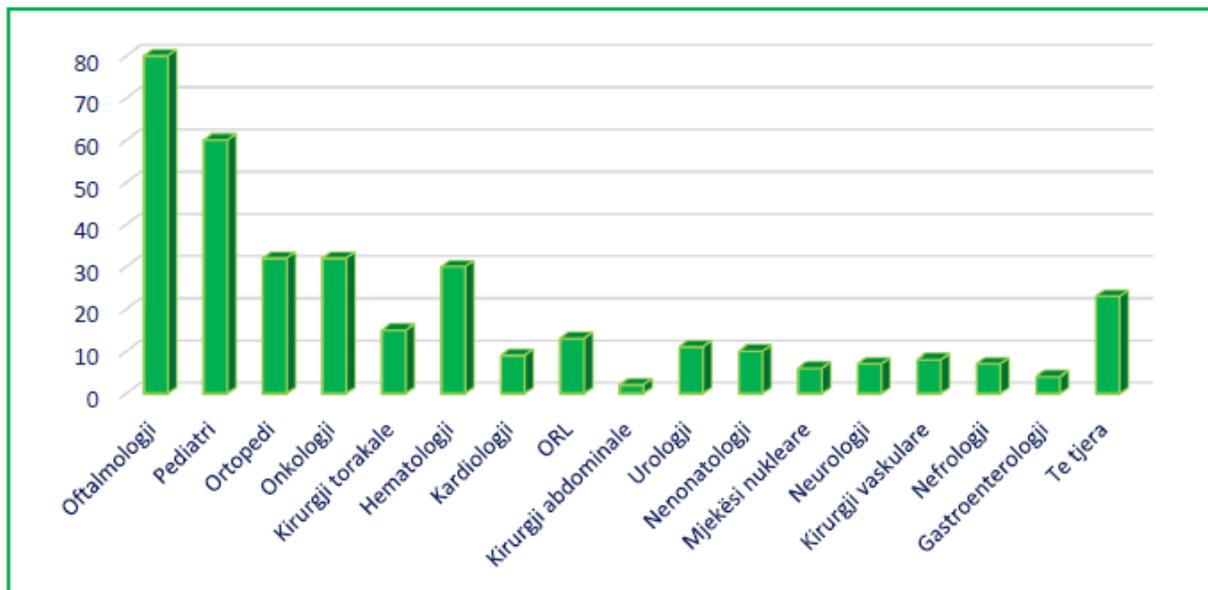
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No.	Description	Q 1/2019	Q 2/2019	Q 3/2019	Total applications Q 1 – Q 3
1	Applications	344	371	349	1,064
2	Urgent cases	147	175	154	476
3	Regular cases	197	196	195	588
4	Approval	214	438	313	965

Table 7. Number of clinic referral applications for Q3 / 2019

No.	Clinic	No. of applications Q 1/2019	No. of applications Q 2/2019	No. of applications Q 3/2019	Total applications Q 1 - TM3
1	Ophthalmology	110	116	80	306
2	Pediatrics	47	75	60	182
3	Orthopedics	32	39	32	103
4	Oncology	18	32	32	82
5	Hematology	14	17	15	46
6	Cardiology	17	9	30	56
7	Thoracic surgery	15	11	9	35
8	ORL	12	14	13	39
9	Abdominal surgery	10	6	2	18
10	Nuclear medicine	7	8	11	26
11	Neurology	7	7	10	24
12	Nephrology	9	5	6	20
13	Vascular surgery	8	4	7	19
14	Gastroenterology	8	4	8	20
15	Neonatology	8	3	7	18
16	Urology	8	3	4	15
17	Other	14	18	23	55
Total		344	371	349	1,064

Figure 2. Clinical treatment applications referred to clinics for Q3 / 2019



Ophthalmology
Pediatrics
Orthopedics
Oncology
Hematology
Cardiology
Thoracic surgery
ORL
Abdominal surgery
Nuclear medicine
Neurology
Nephrology
Vascular surgery
Gastroenterology
Neonatology
Urology
Other

3.2. Payments for medical treatment outside PHI

Payments for medical treatments outside PHI for Q3 / 2019 were in the amount of € 2,113,920, or over 35% 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 Q3 / 2019.

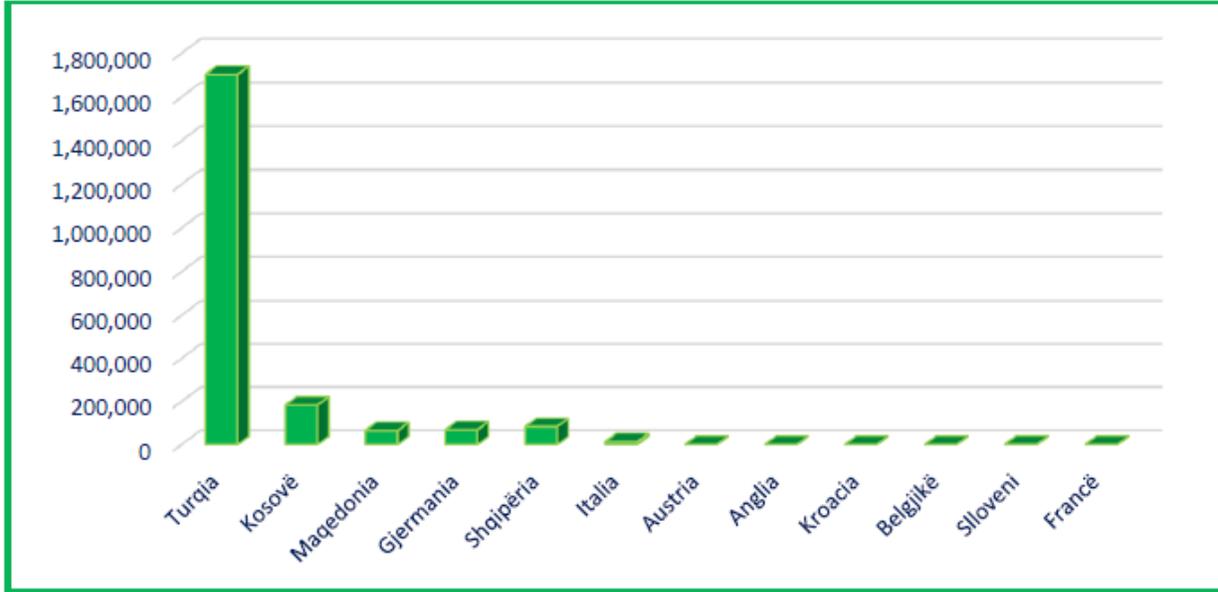
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No.	Country	Number of payments Q 1 – Q2	Number of payments Q 3	Total no. of payments Q 1-Q 3	Value of payments Q 1-Q 2	Value of payments Q -3	Value of payments Q 1-Q 3
1	Turkey	113	46	159	2,032,350	1,702,430	3,734,780
2	Kosovo	119	50	169	463,397	182,523	645,920
3	Macedonia	80	39	119	227,474	64,153	291,627
4	Germany	17	8	25	205,437	68,169	273,606
5	Albania	38	9	47	157,862	83,130	240,992
6	Italy	10	2	12	120,061	12,815	132,876
7	Austria	6	-	6	52,724	-	52,724
8	England	2	-	2	28,132	-	28,132
9	Croatia	7	-	7	20,747	-	20,747
10	Belgium	1	-	1	14,015	-	14,015
11	Slovenia	2	1	3	5,500	700	6,200
12	France	1	-	1	3,093	-	3,093
Total		396	155	551	3,330,792	2,113,920	5,444,712

The table above shows that payments for 155 patients have been made for Q3 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 have worsened their health.

The following are graphical payments for medical treatment for Q3 / 2019.

Figure 3. Payments for medical treatment outside Public Health Institutions for Q3 / 2019



Turkey	Kosovo	Macedonia	Germany	Albania	Italy	Austria	England	Croatia	Belgium	Slovenia	France
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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 is made health services, or other cases where services provided were lower in terms of payments, have not been completed).

The reconciliation process has proceeded according to the following steps:

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- 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 files to signing the report and archiving all the documentation. She 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.

As 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 received.

So far, five (5) institutions have been equated with 698 transactions and the value of the free proceeds from this process is € 370,703. In the following we have presented the details of each.

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

No.	Institucioni Shendetesor Privat	Number of services	Total value of payments Total value of payments	The value of free money
1	Klinika Gjermane e Syrit sh.p.k.	288	1,104,286	200,143
2	Qendra Laserike e Syrit - Kubati	341	875,478	158,630
3	Elab Kosova sh.p.k.	37	108,512	5,930
4	Prolab sh.p.k.	14	13,651	500
5	Akat Orthomedica	18	163,450	5,500
Total		698	2,265,377	370,703

In addition to the five (5) Private Health Institutions presented in the table above, the reconciliation commission is in the process of reconciliation for seven (7) other institutions with which the Fund had 2,038 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	Spitali Europian Ortopedik Royal	112	572,638
2	Kavaja Company sh.p.k.	104	245,735
3	AH Kosova sh.p.k.	551	4,003,098
4	International Hospital	937	5,894,181
5	Eye Hospital sh.p.k.	142	105,730
6	Rezonanca sh.p.k.	181	208,042
7	Cardo Center sh.p.k.	11	81,700
Total		2,038	11,111,124

4 Fund Information System (FIS)

Within Q3, the IT Department has prepared drafts of data exchange agreements between the Fund's system and the systems of other institutions that have been signed by the heads of the respective institutions.

Standard operating procedures for data exchange with the following institutions have also been prepared:

- Tax Administration of Kosovo;
- Ministry of Labor and Social Welfare;
- Civil Registration Agency;
- Agency for Medical Products and Equipment;
- Kosovo Chamber of Pharmacists;
- Ministry of Health (drafted and in the process of finalization); and
- Central Bank of Kosovo - in process, but not yet signed.

Following the signing of the standard operating agreements and procedures, the Fund system's interfaces with other institutions' systems were realized and the data for the creation of registries were obtained:

- Civil Registration Agency - the register of Kosovo citizens has been created and tested;
- Ministry of Labor and Social Welfare - the register of social schemes has been created and tested;
- Tax Administration of Kosovo - the register of premium payments has been created and tested;
- Kosovo Chamber of Pharmacists - the register of licensed pharmacists has been established and is being tested;
- Agency for Medical Products and Equipment - the register of licensed pharmacies has been established and is in the testing phase;
- Agency for Medical Products and Equipment - the register of licensed medicines has been created and is in the testing phase, but we are waiting for the KMA to determine the unique code of medicines; and
- Ministry of Health - the register of medical institutions and staff has been created and is in the phase of population, but the data are not yet complete. We expect the Ministry of Health to prepare the final data and enable systems interconnection and data exchange automatically.

During this quarter, technical specifications have been prepared and a tender has been announced for the purchase of the Fund's hardware and software equipment, which is expected to be completed during Q4. The first intranet construction and design of the Fund has been made and the data population has started. Hardware equipment has been accepted by the World Bank Funding System project and their configuration has been completed. The testing environment has also been prepared and configured and an E-recipe has been installed which has been tested at the Fund's premises, but is expected to be tested outside the government network and interconnected with other institutions' systems.

5 Objectives and their implementation for Q3 / 2019

The revised Work Plan for 2019 foresees 13 objectives, 46 activities and 148 sub-activities. Of these, 72 sub-activities are planned in Q3 this year. Of these, 52 sub-activities were implemented, or 72.22% of the plan for this quarter. However, some sub-activities from Q1 were also implemented during this quarter, from 82% to 100%, and in Q2 from 71.42% to 88%. 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. 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 Q3 / 2019 this objective had a total of ten (10) sub-activities, of which eight (8) have been implemented, while two (2) are in the process of ongoing implementation.

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 Institutional Development Planning 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 Q3 / 2019 had a total of two (2) sub-activities, of which one (1) is in process, while one (1) has not been achieved. However, it is expected to be completed by the end of the year.

Objective 3 - Identify the needs for amending / amending 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 four (4) activities as follows:

- 3.1 Contribution to amendment 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 Establish internal administrative procedures, including guidelines for guiding employees to work.

This objective in Q3 / 2019 had a total of seven (7) sub-activities, of which three (3) are in the process of being implemented, while four (4) remain unfinished.

Objective 4 - Development and implementation of systems

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

- 4.1 Interconnection of HIS 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 Q3 / 2019 had a total of four (4) sub-activities, of which two (2) have been fully completed, while the other two (2) are in the process of being 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 SIF (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 SIF (Finance Management and Accounting Module);
- 5.5 SIF Implementation (Reporting Module); and
- 5.6 SIF User Manual and Training of SIF Users.

This objective in Q3 / 2019 had fifteen (15) sub-activities, three (3) of which have been completed, nine (9) are in the process of being completed, while three (3) have not been achieved.

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

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 Q3 / 2019 this objective had two (2) sub-activities, of which one (1) is in the process of being completed, while the other has not been achieved.

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:

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

During Q3 / 2019 this objective had four (4) sub-activities, of which two (2) have been implemented and two (2) are 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:

- 7.1 Agreement of Understanding with TAK, ARC and CBK;
- 7.2 Collaboration with Chambers of Health Professionals; and
- 7.3 Donor Cooperation (Donations to provide assistance whether through financial means, activity coverage or training organization.

During Q3 / 2019 this objective had five (5) sub-activities, of which three (3) have been implemented, one (1) is in the process of being implemented, while one (1) has not been implemented.

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

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

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

During Q3 / 2019 this objective had four (4) sub-activities, of which three (3) are in the process of being implemented, while one (1) has not been completed.

Objective 10 - Completion of prerequisites for contracting services and start of 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:

- 9.1 Create a list of basic health care services along with the relevant financial statement for the fiscal year;
- 9.2 Creating a list of services guaranteed by Article 7 of the Law on Health Insurance;
- 9.3 Set prices for each health care service for the fiscal year;
- 9.4 Determination of co-payments and other levels of co-financing for exempt categories; and
- 9.5 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 ten (10) sub-activities, of which three (3) are in the process of being implemented, while the other seven (7) 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:

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

In Q3 / 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:

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

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During Q3 / 2019 this objective had six (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:

12.1 Designation of the parcel, preparation of the conceptual design as well as obtaining the construction permit;

12.2 Bidding procedures and contract award; and

12.3 Commencement of construction of the facility.

During Q3 / 2019 this objective had three (3) sub-activities, of which one (1) is in the process of being implemented, while two (2) remain unfinished.

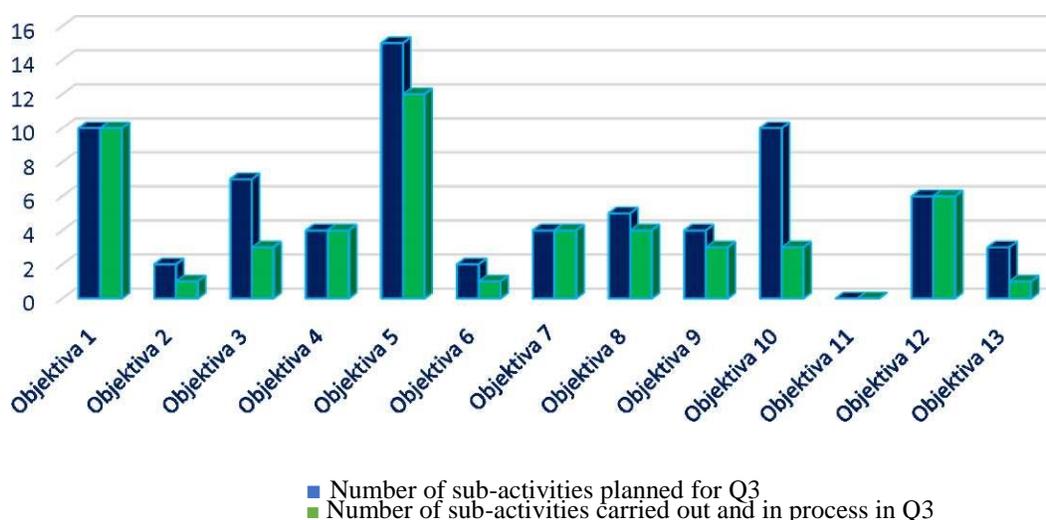
Table no. 9. Results achieved in Q3 report with the objectives set

Objectives	Number of sub-activities of scheduled for 2019	Number of sub-activities planned for Q3	Number of sub-activities carried out and in process in Q3	Number of sub-activities not implemented in Q3	Level of realization of the 2019 work plan in Q2
Objective 1 - Ensure effective governance, transparency and accountability in the HIF.	26	10	10	0	100%
Objective 2 - Prepare a three (3) year institutional development plan and an annual work plan for 2020.	7	2	1	1	50%
Objective 3 - Identify the needs for amending / amending the laws and bylaws as well as internal administrative procedures and initiating them to complete the legislation.	11	7	3	4	43%
Objective 4 - Development and implementation of systems.	19	4	4	0	100%
Objective 5 - Implementation of the FIS.	21	15	12	3	80%
Objective 6 - Collaboration with University Clinical Hospital Service of Kosovo (HUČSK) and other health care institutions. Prepare for contracting health services.	5	2	1	1	50%
Objective 7 - Effective management of medical treatment outside Public Health Institutions.	4	4	4	0	100%
Objective 8 - Establishment of cooperation with other local institutions as well as with international partners.	6	5	4	1	80%
Objective 9 - Capacity building of human resources and continuing vocational education.	6	4	3	1	75%

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Objective 10 - Completion of prerequisites for contracting services and start of collection of premiums according to law no. 04 / L-239 on Health Insurance.	21	10	3	7	30%
Objective 11 - Preparation and finalization of the list of out-of-hospital medicines (with prices) to be paid by the HIF.	5	0	0	0	0%
Objective 12 - Informing the public through information campaigns and increasing public confidence.	11	6	6	0	110%
Objective 13 - Securing the location / start of construction of the Health Insurance Fund facility.	6	3	1	2	33%
Total	148	72	52	20	72.22%

Figure no. 4. Results achieved in Q3 report on set objectives (sub-activities)



The above figure shows that most of the objectives (sub-activities for Q3 2019) have been met. In total, the achievement of the objectives, including those in process, reaches 72.22%. The lowest realization was on the following objectives:

1. **Objective 10** - Fulfillment of prerequisites for contracting services and start of collection of premiums according to law no. 04 / L-239 on Health Insurance; and
2. **Objective 11** - Preparation and finalization of the list of out-of-hospital drugs (in 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

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2. Delays in completing / amending health insurance legislation.

However, taking into account all factors, such as "realization of the Q3 plan at 72.22%, increase in the realization of the Q1 plan from 82% to 100% and increase in the realization of the Q2 plan from 71.42 to 88% shows performance satisfactory for this period.

6 Annex I. Sub-activities planned and implemented in Q3

Objectives	Activities	Sub-activity	Sub-activities completed	Sub-activities in process	Unfinished sub-activities		
Objective 1 - Ensure effective governance, transparency and accountability in the HIF.	1.1. Preparation of a register of possible risks and their effective management.	1.1.4. Regular monitoring of the risk register.	X				
	1.2. Efficient budget management in line with the 2019 appropriations.	1.2.4. Regular monthly reporting on expenses 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 identified areas of risk.			X	
			1.3.3. Designate the person responsible for implementing the external audit recommendations.		X		
			1.3.4. Draft action plan for implementation of recommendations.		X		
			1.3.5. Regular monitoring of the action plan until their full implementation.		X		
		1.3.6. Follow up on the implementation of internal audit recommendations.		X			
	1.4. Effective management and fair and accurate reporting of outstanding liabilities.	1.4.1. Regular monthly reporting on outstanding liabilities.		X			
		1.4.2. Keeping a record of contingent liabilities.		X			
	1.5. Effective management and fair and accurate reporting of non-financial assets.	1.5.5. Regular registration of new property (accepted / purchased).		X			
Objective 2 - Prepare a three (3) year institutional development plan and an annual work plan for 2020.	2.1. Prepare a three (3) year Institutional Development Plan including vision, mission, values and strategic goals.	2.1.4. Development of the first draft of the institutional development plan ..		X			
	Prepare the annual work plan for 2020.	2.2.1. Establishment of the working group.			X		
Objective 3 - Identify the needs for amending / amending the laws and bylaws as well as internal administrative procedures and initiating them to complete the legislation.		3.2.4. List of Primary Health Care Services.		X			
		3.2.5. Issuance of the Normative Act for the Examination of Obligations regarding Obligatory Health Insurance.			X		
	3.2. Contribute to the drafting of new regulations that are necessary to supplement the secondary legislation of the Health Insurance Fund (HIF).	3.2.6. Issuance of the normative act on the procedures of evidence of the insured in the Fund.			X		

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		3.2.7. Other internal acts that ensure the efficient operation of the HIF (archiving, security, public communication, finance and budget, personnel, etc.).		X	
Establishment of internal procedures administrative, including guidelines for guiding employees to work.		3.3.1. Abroad Handbook (PSV).		X	
		3.3.2. Manual (PSV) for Reimbursement of Outpatient Medication Bills.			X
		3.3.3. Payment / Premiums Handbook (PSV).			X

Objective 4 - Development and implementation of systems.	4.1. Interface of HIS systems - Fund Information System.	4.1.1. Linking the Memorandum of Understanding between the Fund and the MoH on the exchange of information HIS - Fund Information System.		X	
	4.3. Manage, update, maintain and migrate servers and other equipment.	4.3.1. Continuous server management, maintenance and migration (current + new)		X	
		4.3.2. Installing, configuring, and logging into computers	X		
		4.3.3. Providing remote access for related parties using the government network	X		
Objective 5 - Implementation of the FIS.	5.1. Implementation of the E-prescription.	5.1.4. Preparing and configuring the LIVE environment and installing the recipe.	X		
	5.2. E-recipe user manual and training of E-recipe users.	5.2.1. Preparation of e-prescription training plan.		X	
		5.2.2. User training.		X	
	5.3. Implementation of SIF (Module of Liaison with Civil Registration Agency (ARC), Central Bank of Kosovo (CBK), Tax Administration of Kosovo (TAK), and other relevant institutions.	5.3.2. Technical specifications for interconnection of systems with ARC, TAK and CBK and MOH.		X	
		5.3.3. Testing interfaces with		X	
		ARC, ATK		X	
	5.4. SIF Implementation (Finance Management and Accounting Module).	5.3.2. Technical specifications for interconnection of systems with ARC, TAK and CBK and MOH.		X	
		5.3.3. Testing interfaces with		X	
		CBK, MLSW, KBRA, KMA and MoH.	X		
	5.4. SIF Implementation (Finance Management and Accounting Module).	5.3.4. Testing registries (insurances, doctors, institutions, diagnoses and procedures) with baseline data.		X	
		5.3.5. Insurance status management and online verification.		X	
		5.4.1. Prepare a plan for system testing and acceptance.	X		
5.5. FIS Implementation (Reporting Module).	5.4.2. Testing the module for financial management and accounting.		X		
	5.4.3. Preparing and configuring the LIVE environment of all SIF modules.		X		
5.6. SIF user manual and training of SIF users.	5.5.2. Testing report generation.			X	
	5.5.3. Testing report generation automatically on a daily, monthly basis.			X	
	5.6.3. Issuance of training certificates.			X	
Objective 6 - Collaboration with	6.1. SIF implementation.	6.1.3. Draft contract for health services.		X	

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HUCSK, PHC and other health care institutions. Prepare for contracting health services.		6.1.4. Discussion of the Draft Contract with Stakeholders.			X
Objective 7 - Effective management of treatments medical outside institutions public health.	7.1. Analysis of processes of medical treatment outside the Public Health Institutions.	7.1.1. Compilation of narrative report from data compiled since 2006.		X	
		7.1.2. Periodic reporting to the HUCSK Directorate on Consular Reports for the MTPOPHI	X		
	7.2. Reconciliation with Private Health Institutions (within and outside the country).	7.2.1. Review the process for medical treatments outside the Public Health Institutions.	X		
		7.2.2. Reconciliation with hospitals.		X	

Objective 8 - Establishment of cooperation with other local institutions.	8.1. Signing of agreements 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	
	8.2. Cooperation with Chambers of Health Professionals.	8.2.1. Concluding cooperation agreements with the Chambers of Health Professionals	X		
	8.3. Collaboration with donors (Donations to provide assistance whether through financial means, activity coverage or training organization).	8.3.1. Coordination meeting with donors.			X
Objective 9 - Capacity building of human resources and continuing vocational education.	9.1. Regional Offices.	9.1.2. Complete regional offices with equipment and inventory.			X
	9.2. Staff recruitment (48 positions) to fill the vacancies necessary for the functioning of the Institution.	9.2.1. Staff recruitment for vacancies based on internal organization regulation.		X	
		9.3. Provide training for new staff and professional staff.	9.3.2. Conduct basic training for new staff.		X
		9.3.3. Conduct training for professional staff (advanced training).		X	
Objective 10 - Completion of prerequisites for contracting services and start of collection of premiums according to law no. 04 / L-239 on Health Insurance.	10.1. Creating a list of basic health care services along with the relevant financial statement for the fiscal year.	10.1.5. Incorporate comments from the discussion and final drafting of the LCT.			X
		10.1.6. Drafting the Financial Statement for Basic Listening Services.			X
	10.2. Creating a list of services guaranteed by price under article 7 of the Law on Health Insurance.	10.2.4. Definition of service list price list.		X	
		10.2.5. Submission for approval of the list of services guaranteed to the Board of Directors through the Fund Director.			X
	10.3. Creating negative lists for every health care service for the fiscal year.	10.3.3. Final Definition of Negative List of Health Services.			X
		10.3.4. Submission for approval of Negative List of Services.			X
10.4. Determination of co-payments and other levels of co-financing for exempt categories.	10.4.2. Coordination with the MLSW for the poverty test.		X		

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	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.	10.5.2. Creating a Family Tree for the Insured.		X	
		10.5.3. Provision of insurance cards, or other means of identification for at least 75% of public and private sector employees.			X
		10.5.4. Provision of insurance cards, or other means of identification for at least 75% of individuals of the exempt categories.			X

Objective 12 - Informing the public through information campaigns and increasing public confidence.	12.2. Preparation of needed materials (brochures, seminars, spots, web site announcements, etc.).	12.2.3. Preparation of information materials through the website.		X	
	12.3. Organizing information campaigns.	12.3.1. Organization of seminars and conferences.		X	
		12.3.2. Meeting with NGOs		X	
		12.3.3. Organizing briefings.		X	
		12.3.4. Informing the public through media spots.		X	
		12.3.6. Establishment and functioning of the office for advice and support of citizens.		X	
Objective 13 - Insurance location where construction of the Health Insurance Fund facility begins.	Bidding procedures and contract award.	13.2.1. Bidding procedures.		X	
		13.2.2. Contract signing.			X
	Start building the facility.	13.3.1. Start of rude construction.			X
Total			18	34	20

7 Annex II. Sub-activities planned in Q2 and implemented at the end of Q3

Objectives	activities	Sub-activity	Completed sub-activities	Sub-activities in process	Unfinished activities
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Objective 1 - Ensure effective governance, transparency and accountability in the Fund	1.1. Prepare a record of possible risks and manage them effectively.	1.1.4. Regular monitoring of the risk register.	X		
	1.2. Efficient budget management in line with the 2019 appropriations.	1.2.4. Regular monthly reporting on expenses in accordance with the cash flow plan.	X		

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	1.3. Audits and implementation of recommendations given by internal and external audit.	1.3.1. Acceptance of the external audit report for the financial statements.	X			
		1.3.2. Planning and completion of internal audits (four audits) based on identified areas of risk.		X		
		1.3.6. Follow up on the implementation of internal audit recommendations.		X		
	1.4. Effective management and fair and accurate reporting of outstanding liabilities.	1.4.1. Raportimi i rregullt mujor mbi obligimet e papaguara.	X			
		1.4.2. Mbatja e nje regjistri mbi detyrimet kontingjente.	X			
	1.5. Effective management and fair and accurate reporting of non-financial assets.	1.5.5. Evidentimi i rregullt i pasurise se re (pranuar/blere).	X			
Objective 2 - Prepare a three (3) year institutional development plan and an annual work plan for 2020	2.1. Prepare a three (3) year institutional development plan including vision, mission, values and strategic goals.	2.1.3. Twining per hartimin e planit per zhvillim institucional.			X	
		2.1.4. Development of the first draft of the institutional development plan.		X		
Objective 3 - Identify the needs for amending / amending the legal and sub-legal acts as well as the internal administrative procedures and initiating them to complete the legislation		3.2.4. List of Primary Health Care Services.		X		
		3.2.6. Issuance of the normative act on 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		
Objective 4 - Development and implementation of systems	4.1. Interface of HIS systems - Fund Information System.	4.1.1. Linking the Memorandum of Understanding between the Fund and the MoH on the exchange of information HIS - Fund Information System.		X		
		4.3. Manage, update, maintain and migrate servers and other equipment.	4.3.1. Continuous server management, maintenance and migration (current + new)		X	
	4.4. Planning, development and maintenance of internal systems to the HIF.		4.3.2. Installing, configuring, and logging into computers	X		
			4.3.3. Providing remote access for related parties using the government network		X	
			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.		X	
			4.4.5. Planning of human resources and payroll management system.		X	
4.4.6. Implementation of the help desk system.	X					

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		4.4.7. Implementation of the internal asset management system.	X			
		4.4.8. Analysis, planning and design of intranet building		X		
		HIF.	X			
Objective 5 - Implementation of the Fund Information System	5.1. Implementation of the E-prescription.	5.1.1. Preparation / Signing of detailed project plan.	X			
		5.1.2. Acceptance of hardware (servers + other devices) as per SIF implementation tender.	X			
		5.1.3. Preparing and configuring the TEST environment for installation of the recipe.	X			
		5.1.4. Preparing and configuring the LIVE environment and installing the recipe.	X			
	5.2. E-recipe user manual and training E-recipe users.	5.2.1. Preparation of e-prescription training plan.			X	
	5.3. Implementation of SIF (Module of Liaison with Civil Registration Agency (CRA), Central Bank of Kosovo (CBK), Tax Administration of Kosovo (TAK), and other relevant institutions.	5.3.1. Coordination with ARC, TAK and CBK, MoH, MLSW, ARBK and ASHI.			X	
		5.3.2. Technical specifications for interconnection of systems with ARC, TAK and CBK and MOH.			X	
		5.3.4. Testing registries (insurances, doctors, institutions, diagnoses and procedures) with baseline data.			X	
	5.4. SIF Implementation (Finance Management and Accounting Module).	5.4.1. Prepare a plan for system testing and acceptance.			X	
	5.5. SIF Implementation (Reporting Module).	5.5.1. Identify the necessary reports.			X	
Objective 6 - Collaboration with University Clinical Hospital Service of Kosovo (HUCSK)(PHC) and other health care institutions. Prepare for contracting health services	6.1. Finalizing contracting procedures and defining a contract model for health services.	6.1.1. Examine the model of contracts for health services from different countries.			X	
		6.1.2. Extensive stakeholder discussion on defining a contract model.			X	
Objective 7 - Effective management of treatments medical outside institutions public health	7.1. Analysis of processes of medical treatment outside the Public Health Institutions.	7.1.1. Compilation of narrative report from data compiled since 2006.	X			
		7.1.2. Periodic reporting to the HUCSK Directorate on Consular Reports for the KLPP.	X			
	7.2. Reconciliation with Private Health Institutions (within and outside the country).	7.2.1. Review the process for medical treatments outside the Public Health Institutions.	X			
		7.2.2. Reconciliation with hospitals.			X	
Objective 8 - Establishment of		8.1.1. Concluding agreements with the Tax Administration of Kosovo.	X			

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cooperation with other local institutions as well as with international partners	8.1. Signing of agreements of understanding with TAK, CRA and CBK.	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 Physicians		X	
		8.3. Collaboration with donors (Donations to provide assistance whether through financial means, activity coverage or training organization).	8.3.1. Coordination meeting with donors.		X
Objective 9 - Capacity building of human resources and continuing vocational education	9.1. Regional Offices.	8.3.2. Identify joint activities.		X	
		10.1.1. Memorandum of Understanding with Municipalities, or other institutions to use the space for the needs of the Fund.		X	
	9.2. Staff recruitment (48 positions) to fill the vacancies necessary for the functioning of the Institution.	10.1.2. Complete regional offices with equipment and inventory.			X
		10.2.1. Staff recruitment for vacancies based on internal organization regulation.		X	
	9.3. Provide training for new staff and professional staff.	10.3.2. Conduct basic training for new staff.		X	
		10.3.3. Conduct training for professional staff (advanced training).		X	
Objective 10 - Completion of prerequisites for contracting services and start of collection of premiums according to law no. 04 / L-239 on Health Insurance	10.1. Creating a list of basic health care services along with the relevant financial statement for the fiscal year.	10.1.2. Review of the Nomenclature of Health Services.		X	
		10.1.3. Definition of Basic List of Services by KT.		X	
		10.1.4. Discussion of the Basic List of Services with Stakeholders.			X
	10.2. Krijimin e listes se sherbimeve te garantuara nga neni 7 i Ligjit per Sigurime Shendetesore.	10.2.1. Drafting the list of guaranteed (mandatory) services.		X	
		10.2.2. Discussion of the List of Guaranteed Services with Stakeholders.			X
		10.2.3. Final Definition of List of Guaranteed Services.			X
	10.3. Creating negative pricing lists for every healthcare service for the fiscal year.	10.3.2. Discussion of Negative List of Services with Stakeholders.			X
	10.4. Determination of co-payments and other levels of co-financing for exempt categories.	10.4.2. Coordination with the MLSW for the poverty test.		X	
	10.5. Provision of insurance cards, or other means of identification for the insured, including at least 75% of public and private sector employees and 75% of individuals of the exempt categories.	10.5.1. Establish a working group on the form of identification of the insured.		X	
		10.5.2. Creating a Family Tree for the Insured.		X	
Objective 12 - Informing the public through information campaigns and	12.1. Analysis of information needs, including target groups, methodology used, etc.	12.1.1. Identifying the groups needed for information.		X	
		12.1.2. Definition of methodology		X	

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increasing public confidence	12.2. Preparation of needed materials (brochures, seminars, spots, web site announcements, etc.).	12.2.1. Preparing brochures.		X	
		12.2.2. Preparing agendas, materials for conferences and seminars.		X	
		12.2.3. Preparation of information materials through the website.		X	
	12.3. Organizing information campaigns.	12.3.3. Organizing briefings.		X	
		12.3.4 Establishment and functioning of the Office for Citizens Advice and Support.		X	
Objective 13 - Securing the location ^ begin building the Health Insurance Fund facility	12.1. Planning of the parcel, preparation of the conceptual project as well as obtaining the construction permit.	13.1.2. Analysis of the parcels that may be available and determining the most appropriate parcel for the development of the Fund's activities.	X		
		13.1.3. Design Company Selection / Project Design Definition / Technical Specification, including Bill of Quantities / Estimates / Consent / Construction Permit.	X		
Total			21	40	8

8 Annex III. Sub-activities planned in Q1 and implemented at the end of Q3

objectives	Activities		Sub-activities completed	Sub-activities in process	Unfinished sub-activities	
Objective 1 - Ensure effective governance, transparency and accountability in the HIF.	1.1. Prepare a record of possible risks and manage them effectively.	1.1.1. Establishing a working group to identify risks.	X			
		1.1.2. Drafting the risk register.	X			
		1.1.3. Designate the person responsible for reporting and monitoring the registry.	X			
		1.1.4. Regular monitoring of the risk register.	X			
	1.2. Efficient budget management in line with the 2019 appropriations.	1.2.1. Drafting a cash flow plan.		X		
		1.2.2. List of liabilities from the previous year.		X		
		1.2.3. Drafting the specifics for Capital Investments.		X		
		1.2.4. Regular monthly reporting on expenses in accordance with the cash flow plan.		X		
		1.3.2. Planning and completion of internal audits (four audits) based on identified areas of risk.			X	
		1.3.6. Follow up on the implementation of internal audit recommendations.			X	
	1.4. Effective management and fair reporting and accurate of outstanding liabilities.	1.4.1. Regular monthly reporting on outstanding liabilities.		X		
		1.4.2. Keeping a record of contingent liabilities.		X		
	1.5. Effective management and fair and accurate	1.5.1. Establishment of an asset inventory commission.		X		
1.5.2. Drafting the inventory of assets inventory.			X			

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	reporting of non-financial assets.	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 the Fund.	X			
		1.5.5. Regular registration of new property (accepted / purchased).	X			
	1.6. Drafting of Statements	1.6.1. Collection of financial data.	X			
	Annual Financial.	1.6.2. Drafting of annual financial statements.	X			
	1.7. Annual Report for 2018.		1.7.1. Establishment of the working group for drafting the annual report.	X		
			1.7.2. Creating an annual reporting model.	X		
		1.7.3. Drafting of the annual report for 2018.	X			
Objective 2 - Prepare the plan for three (3) year institutional development and annual work plan for 2020	2.1. Prepare the plan for	2.1.1. Administrative procedures and approval of the Fund's account		X		
	three (3) key institutional development including vision, mission, values and strategic goals.	2.1.2. Establishment of the working group for drafting the institutional development plan.	X			
Objective 3 - Identify the needs for amending / amending the legal and sub-legal acts as well as the internal administrative procedures and initiating them to complete the legislation.	3.1. Providing input to supplement / amend existing Legislation.	3.1.1. Contribution (through the working group) to the draft Health Insurance Fund Law (eventually including sections that affect the Health Law).	X			
	3.2. Issuance of new regulations needed to supplement the Fund's secondary legislation.	3.2.1. HIF Staff Evaluation Regulation.	X			
		3.2.2. Contribution to the bylaw for exemption from premium, co-payments and other co-financing obligations.	X			
		3.2.3. Initiation to issue a bylaw regulating the status of employees 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		
Objective 4 - Development and implementation of systems.	4.2. Installation and configuration of hardware.	4.2.1. Borrowing hardware resources from the Information Society Agency (ASA)	X			
		4.2.2. Registration of all hardware owned by the HIF	X			
		4.2.3. Preparation of technical specifications for the purchase of laptops and other IT equipment with the World Bank	X			
		4.2.4. Preparation of technical specifications for purchasing IT equipment.	X			
	4.3. Manage, update, maintain and migrate servers and other equipment.	4.3.1. Continuous server management, maintenance and migration (current + new)			X	
		4.3.2. Installing, configuring, and logging into computers	X			
		4.3.3. Providing remote access for related parties using the government network	X			

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		4.3.4. Preparation of technical specifications for the implementation of the scanner security system for physical control of access to the HIF facility.	X		
		4.3.5. Design and standardization of electronic forms for HIF official documents.	X		
	4.4. Planning, development and maintenance of internal systems to the HIF.	4.4.1. Creating procedures for user accounts, security policies and other standard operating procedures.		X	
		4.4.2. Identification and implementation of digital archive for electronic document storage and management.	X		
		4.4.3. Improvement of treatment system abroad.	X		
		4.4.4. Develop a system for reporting the costs and activity of health services (volume) from all levels of the health system.	X		
		4.4.5. System planning for menus. of human resources and salaries.		X	
		4.4.6. Implementation of the help desk system.	X		
		4.4.7. Imp. of the internal asset management system.	X		
		4.4.8. Analysis, planning and design of the Fund intranet construction.		X	
		4.4.9. Preparation of financial plan, human resources, training and technology in MSI department.	X		

Objective 5 - Implementation of the FIS.	5.2. Implementation of the E-prescription.	5.1.1. Preparation / Signing of detailed project plan.	X		
	5.4. Implementation of SIF (Module of Liaison with Civil Registration Agency (CRA), Central Bank of Kosovo (CBK), Tax Administration of Kosovo (TAK), and other relevant institutions.	5.3.1. Coordination with ARC, TAK and CBK, MoH, MLSW, ARBK and ASHL.		X	
Objective 6 - Collaboration with University Clinical Hospital Service of Kosovo (HUCSK) and other health care institutions. Prepare for contracting health services.	6.1. Finalizing contracting procedures and defining a contract model for health services.	6.1.1. Examine the model of contracts for health services from different countries.		X	
Objective 7 - Effective management of treatments medical outside	7.1. Analysis of processes of medical treatment outside the Public Health Institutions.	7.1.1. Compilation of narrative report from data compiled since 2006.	X		
		7.1.2. Periodic reporting to the HUCSK Directorate on Consular Reports for the KLPP.	X		
	7.2. Reconciliation with Private Health Institutions	7.2.1. Review of the process for medical treatments outside the Public Health Institutions.	X		

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	(within and outside the country).	7.2.2. Reconciliation with hospitals.		X	
institutions public	8.5. Cooperation with donors (Donations to provide assistance whether through financial means, activity coverage or training organization).	8.3.1. Coordination meeting with donors.	X		
		8.3.2. Identifying joint activities.	X		
Health.	9.2. Staff recruitment (48 positions) to fill the vacancies necessary for the functioning of the Institution.	9.2.1. Staff recruitment for vacancies based on the internal organization regulation.		X	
	9.3. Provide training for new staff and professional staff.	9.3.1. Annual training plan.	X		
		9.3.2. Conduct basic training for new staff.		X	
Objective 10 - Completion of prerequisites for contracting services and start of collection of premiums according to law no. 04 / L-239 on Health Insurance.	10.1. Creating a list of basic health care services along with the relevant financial statement for the fiscal year.	10.1.1. Amendment of the decision to establish the Technical Committee (TC).	X		
		10.1.2. Review of the Nomenclature of Health Services.		X	
	10.3. Creating negative lists for every health care service for the fiscal year.	10.3.1. Drafting the list of negative services.		X	
		10.4. Determination of co-payments and other levels of co-financing for exempt categories.	10.4.1. Getting experiences from countries in the region.		X
	10.4.2. Coordination with the MLSW for the poverty test.		X		
Objective 12 - Informing the public through information campaigns and increasing public confidence.	12.1. Analysis of information needs, including target groups, methodology used, etc.	12.1.1. Identifying the groups needed for information.		X	
		12.1.2. Definition of methodology		X	
	12.2. Preparation of needed materials (brochures, seminars, spots, web site announcements, etc.).	12.2.1. Preparing brochures.		X	
		12.2.2. Preparing agendas, materials for conferences and seminars.		X	
12.2.3. Preparation of information materials through the website.			X		
12.3. Organizing information campaigns	12.3.4. Establishment and functioning of the office for advice and support of citizens.		X		
Objective 13 - Securing the location / start of construction of the Health Insurance Fund facility.	13.1. Planning of the parcel, preparation of the conceptual project as well as obtaining the construction permit.	13.1.1. Administrative Procedures / Communications / Requirements.	X		
		13.1.2. Analysis of the parcels that may be available and determining the most appropriate parcel for the development of the Fund's activities.	X		
Total			49	24	0