

Licensing & Inspections Maturity Assessment Domains

#	Maturity assessment domains	Description
I	Laws and regulations	Framework laws and regulations, sectoral regulatory requirements on business authorization (permits, licenses), and inspection-related requirements
II	Institutional framework and leadership	Governance and leadership on business licensing and inspections, including clearly set roles and responsibilities, results framework, and mechanisms to prevent conflict of interest
III	Key policies and capacities	Vision, principles, and values of the business licensing and inspection system, along with resources and competencies for resilience and sustainability
IV	Procedures, tools, and transparency	Catalog of administrative procedures, risk management, planning and reporting, inspection checklists, complaints management, and enforcement management procedures
V	Regulatory technology	Data management and emerging technologies applied to policy making for outcome-based regulations, integrated licensing and inspection management, and feedback mechanisms

Maturity Assessment Questionnaire

Laws and Regulations

Questions & Answers	Points	Methodology/data source
1. Is there a regulatory delivery framework for licensing (e.g., law on licensing) and inspections (e.g., law on inspections)?		Interview with regulator (e.g., licensing agency, inspectorates) or the Ministry of Economy.
a. There is no framework for regulatory implementation (law on licensing, law on inspections).	0	
b. There is a legal framework for licensing and/or inspections with some level of risk management.	1	
c. There is a risk-based legal framework for licensing and inspections.	2	
2. Is the regulatory framework on inspection measures (e.g., actions, sanctions, and fines) supportive of a preventive and risk-based approach to inspections?		Statistical reports on inspections. Legal framework on enforcement measures and sanctions/fines.
a. Sanctions and fines in inspections are measured as an indicator of good performance. There is a lack of preventive measures, including advice, warnings, orders to remove irregularities in certain period, etc.	0	
b. Sanctions and fines are routinely imposed without applying the preventive and risk-based approach starting first with preventive measures.	1	
c. Sanctions and fines are imposed only when absolutely necessary to sanction an intentional infringement and to stop breaches. The regulatory framework includes a spectrum of inspections measures including preventive measures, sanctions, and fines.	2	
3. Are the institutional mandates of licensing issuing authorities and inspectorates, as well as the sectoral regulations, free of overlaps and duplication?		Focus group with businesses and/or business associations to identify if businesses receive multiple inspections from different inspectorates who are checking the same aspects; and Interview with regulator and legal review to identify the institutional mandates of licensing authorities and inspectorates based on the law.
a. Institutional mandates are broad and unclear for both licensing and inspection authorities; sectoral regulations are not streamlined, and there is significant overlap and duplication.	0	
b. Institutional mandates are clear but sectoral regulations are not streamlined and there is some overlap and duplication	1	
c. There is a leading agency identified in the law for both licensing and inspections (e.g., a leading inspectorate for each regulatory domain), and sectoral regulations are streamlined so there is no overlap and duplication.	2	
4. Is there a regulation on the organizational structure (e.g., departments, positions, reporting lines) and competency frameworks (e.g., qualification requirements, terms of reference) for regulatory officers and inspectors?		

a. The regulation on the organizational structure, the Terms of Reference, and reporting lines does not exist.	0	Interview with regulator.
b. There is a regulation on the organizational structure, Terms of Reference, with some level of competency framework.	1	
c. There is a regulation defining the organization, workplaces, and competency framework for regulatory officers and inspectors.	2	
5. Are sectoral regulations on licensing and inspections streamlined and performance based?		
a. Sectoral regulations do not exist, or they exist but they are not well-developed, they are unclear and difficult to interpret.	0	Interview with businesses, which can be complemented by a desk review of selected regulations.
d. Sectoral regulations exist, but they are overly prescriptive, and businesses have to comply with very detailed requirements (command and control approach).	1	
e. Sectoral regulations are well-developed, and goal/outcome based. For example, regulations are based on requirements which are expressed using qualitative terms, stating a goal to be achieved (functional requirements) and using quantitative terms the fulfillment of which can be determined by calculation, testing, or simulation (performance requirements)	2	

Institutional Framework and Leadership

Questions & Answers	Points	Methodology/data source
6. Is leadership for licensing and inspections focused on continuous improvements and professional independence?		
a. There is no institutional framework and safeguards preventing political influence to licensing and inspection activities. As a result, decisions on licensing and inspections may be influenced from political decisions and priorities.	0	Interviews with businesses, which can be complemented by a desk review of selected regulations on the institutional framework.
b. There is an institutional framework and safeguards preventing political influence, however licensing and inspection activities are routine without promoting continuous improvement, expertise and professionalization.	1	
c. Licensing and inspection activities are professionally independent, with strong emphasis on expertise and professional development.	2	
7. Is there a funding model that ensures cost recovery in regulatory delivery for licensing and sustainability in regulatory delivery for inspections?		
a. There is no sufficient funding for licensing and inspection activities, i.e., resources and inadequate to ensure sustainability of the service, and the compensation of licensing officers and inspectors is inadequate and incentivizes corruption.	0	Interviews with regulator (e.g., licensing officers, the inspectorate's

b. There is a funding model that ensures sustainability of service delivery for licensing and inspections, including cost-recovery and adequate compensation for licensing officers and inspectors; however, this funding model is not sufficient to enable developing and improving the service.	1	management) and interviews with businesses.
c. There is a funding model that ensures sustainability of service delivery for licensing and inspections, including cost-recovery and adequate compensation for licensing officers and inspectors. The funding model is sufficient to enable developing and improving the service.	2	
8. Are there measures in place to enable the private sector to provide feedback on licensing services and inspections?		
a. There are no measures in place to enable the private sector to provide feedback to service delivery.	0	Desk review of the inspectorates' reports; interviews with businesses.
b. There are measures in place to enable the private sector to provide feedback to service delivery, however this feedback is not accounted for the performance review.	1	
c. There are measures in place to enable the private sector to provide feedback to service delivery, and the feedback is accounted in reviewing the performance at various levels, from the individual officer or inspector to the department or organization level.	2	
9. Do the licensing and inspection authorities have a public relations function that promotes transparency and prevention (e.g., information campaigns, communication measures on planned and implemented reforms, statistics on KPIs)?		
a. Inspection authorities do not have a public relations function.	0	Interview with the regulator and desk review.
b. The public relations function is organized and provides information on requests and regular information about licensing and inspection activities.	1	
c. The public relations function operates on a basis of an adopted public relations strategy, using various techniques (e.g., informational campaigns) to promote risk prevention and compliance and concerning achievements toward meeting the institution's KPIs.	2	
10. Is there a framework for coordination of inspections and information sharing?		
a. There is no framework for coordinating inspections between inspectorates in the same domain (e.g., national and subnational levels), and there is no information sharing between inspectorates.	0	Interviews with the inspectorates and interviews with businesses.
b. There is ad hoc information sharing between inspectorates. Although there is a framework to coordinate inspections, this is not adequately implemented.	1	
c. There is a framework for coordinating inspections between inspectorates in the same domain, and there is systematic information sharing on businesses and the inspectorates' operations.	2	

Key Policies and Capacities

Questions & Answers	Points	Methodology/data source
11. Is there an adopted strategy and action plan for the transformation of regulatory delivery for licensing and inspections across all key dimensions (i.e., legal, institutional, administrative, and digital technology)?		
a. No strategy defines a new preventive and risk-based approach, nor is there an action plan for its implementation.	0	Interviews with regulator (e.g., licensing officers, the inspectorate's management) and desk research if the strategy and action plan are publicly available.
b. There is a strategy that defines mission and vision and a high-level roadmap for its implementation.	1	
c. There is a strategy, high-level roadmap, annual action plans, and established process of continuous revisions.	2	
12. Are there performance indicators that are defined and monitored for regulatory delivery in licensing and inspections?		
a. There are no KPIs to measure performance on licensing and inspections.	0	Interviews with regulator (e.g., licensing officers, the inspectorate's management) and desk research to find examples of statistical reports.
b. KPIs are defined, but they are not well developed, or they are defined and well developed but they are not fully implemented.	1	
c. KPIs are defined, well developed, and adequately implemented. Reports submitted to political leadership must include reference to performance-based KPIs.	2	
13. Do the inspectorates have a defined training curriculum and continuous professional development for inspectors?		
a. No, inspectorates do not have a defined training curriculum and continuous professional development for inspectors.	0	Inspectorates have training curriculums for onboarding and continuous professional development for inspectors.
b. Trainings are organized to onboard new staff, and on an ad hoc basis depending on available funding.	1	
c. Inspectorates have training curriculums for onboarding and continuous professional development for inspectors.	2	
14. Do the inspectorates have the equipment necessary to carry out their supervision mandate (e.g., equipment for field work, laboratory equipment, surveillance equipment, etc.)?		
a. The availability of equipment is limited, and the capacity is at different levels for various inspectorates.	0	Interview with regulator (e.g., licensing agency, inspectorates) and review of planning procedures on risk management and planning for the use of equipment.
b. Some equipment is made available, but it is not systematically used.	1	
c. Necessary equipment is available, and it is systematically used (such as the use of a mobile laboratory for fast indications when deciding on official laboratory analysis).	2	
15. Do the inspectorates have in place incentives for inspectors (e.g., salary increases, promotions, inspector training roles)?		

a. No, the inspectorates do not have incentives for inspectors, or incentives exist but they are designed to promote enforcement instead of prevention (e.g., by rewarding the number and/or the monetary value of fines issued).	0	Interviews with inspectors and desk review of laws, regulations, and procedures.
b. Inspector's positions are recognized as specific in the public administration system and have higher salaries compared to other public officials.	1	
c. Incentives are provided to inspectors on an individual level based on performance evaluations, promoting a preventive and advisory role, and results.	2	

Procedures, Tools, and Transparency

Questions & Answers	Points	Methodology/data source
16. Is there an inventory of sectoral regulations and administrative procedures (business permits, licenses, and inspection-related requirements) that is kept up-to-date and is publicly available?		
a. There is no inventory of sectoral regulations for business authorizations and inspection-related requirements.	0	Desk review and online research.
b. The inventory is developed to map the business authorizations and inspection-related requirements according to business sectors (e.g., ISIC4, NACE). It may be publicly available, but it is not accurate and up-to-date.	1	
c. The inventory is developed with implemented mechanisms to keep the data updated; it's publicly available and includes inspection checklists representing inspection-related requirements.	2	
17. Is a risk-based approach applied in licensing and inspections?		
a. Licensing requirements have not been designed and implemented according to a risk-based approach.	0	Interviews with regulators and inspectors, and desk review of laws and operating procedures.
b. Licensing requirements are designed and implemented according to a risk-based approach. Inspection planning and inspection-related regulatory requirements (e.g., technical regulations) are not risk-based.	1	
c. Licensing requirements are designed and implemented according to a risk-based approach. Inspectorates plan inspections based on risk assessments. Inspection planning and inspection-related regulatory requirements (e.g., technical regulations) are risk-based. Complaints are used as inputs into risk assessments.	2	
18. Do the inspectorates use any form of checklists in their operations?		
a. No, the inspectorates do not use any checklists in their operations.	0	Interviews with inspectors and businesses and desk review of checklists.
b. Yes, the inspectorates use checklists; however, these are regulation based.	1	
c. Yes, the inspectorates use checklists, and these are risk based.	2	
19. Do the inspectorates have a framework to manage and deploy inspection equipment (e.g., mobile sampling equipment)?		

a. The inspectorates do not have a framework that governs deployment of inspection equipment and maintenance/sustainability.	0	Interviews with inspectors and desk review of the procedures.
b. The inspectorates do have a framework that governs deployment of inspection equipment and maintenance/sustainability; however, it does not follow a risk-based approach (such as the use of mobile laboratories for fast indications to decide on the need for official laboratory analysis).	1	
c. The equipment is provided to the inspectorates, along with the procedures for using it to support the risk-based approach and sustainability plan to ensure adequate maintenance (i.e., budget resources are sufficient to ensure sustainability in using the special inspection equipment).	2	
20. Do the inspectorates have a framework for enforcement management?		
a. No, the inspectorates do not have a well-developed framework for enforcement management. Inspectors are not equipped with decision-making tools to ensure consistency, transparency, and proportionality in enforcement decisions.	0	Inspectors and interviews with businesses. Desk review of procedures, guidelines, and tools.
b. There is an enforcement management framework; however, this is not well developed. The decision-making tools may not distinguish between risk-related and non-risk-related infringements. Moreover, inspectors do not have to consider factors outside of the type of infringement (i.e., contextual factors).	1	
c. There is a well-developed enforcement management framework that is supported by decision-making tools (e.g., guidelines, knowledge base in e-Inspections, flowcharts). The decision-making tools distinguish between risk-related and non-risk-related infringements. Moreover, decision-making tools include contextual factors that inspectors must take into account when making enforcement decisions such as the history of compliance, whether the business is gaining an economic advantage by its lack of compliance, and whether the business is willing to comply, among others.	2	

Regulatory Technology

Questions & Answers	Points	Methodology/data source
21. Is there a registry of licenses, a registry of establishments, and a registry of legal entities with initial risk categorization?		
a. There is no registry, or there are some fragmented databases used by different inspectorates on businesses; however, they're not systematically updated, and there is no risk classification.	0	Regulators, and desk review of relevant online portals.
b. An initial database of businesses subject to inspection is developed mainly based on business or taxpayers registry data. It may include an initial risk classification by applying intrinsic risks (such as those based on business activities and firm size).	1	
c. A comprehensive database of businesses subject to inspection and facilities/objects of inspection is developed, with established data exchange between the relevant registries (businesses, licenses) and risk categorization.	2	

22. Is there an information portal with comprehensive information on administrative procedures, sectoral regulations, and guidance for businesses (e.g., on licensing requirements, inspection procedures, and technical regulations)?		
a. There is no online informational portal that publishes information on regulations, business authorizations and inspection-related requirements	0	Desk review of online portals.
b. There is an online information portal that publishes business authorizations and inspection-related requirements according to regulatory domains/areas. This portal is regularly updated.	1	
c. There is an e-Business portal (typically under the e-Government portal) for businesses to receive information on business authorizations and inspection-related requirements. This portal includes inspection checklists and guidance to businesses and enables application of advanced mechanisms for regulatory risk management and compliance (such as self-assessments).	2	
23. Are the e-Government prerequisites in place to enable the digitalization of business licensing and inspections?		
a. e-Government prerequisites for digitalization of licensing and inspection processes and services are either not in place or are at early stages of development (e.g., digital ID and signature, cloud hosting, e-Government portal, e-Payment, interoperability system).	0	Interview with ICT staff.
b. Basic e-Government prerequisites are in place, including at least the digital ID cloud hosting, while other functionalities to automate inspection and licensing processes would have to be included in the scope of the relevant licensing and inspections digital platform.	1	
c. e-Government shared services are at an advanced level of maturity and allow the licensing and inspection processes to leverage these shared services instead of developing custom functionalities (such as data exchange using the e-Government interoperability platform instead of point-to-point data exchange interfaces). Still, certain modules/functionalities have to be developed specifically to licensing and inspection processes (such as modules for risk assessment, planning of inspections, and management of inspection checklists).	2	
24. What is the level of digitalization of business licensing and inspection procedures?		
a. A digital platform for licensing and inspection management does not exist. There may be an initial informational portal and possibility to submit online applications for business licensing (e.g., these initial developments typically support operation of physical one-stop shops for licensing, while still requesting mandatory in-person visits to finalize the business licensing procedure).	0	Interview with ICT staff and officials, including inspectors.
b. The digital platform for licensing and inspection is in place. Some licensing procedures are digitalized, both in terms of online applications, online information for applicants, and back-end processing. Still, some developments are required in terms of data and registries to digitalize other relevant permits for businesses. Digitalization of inspections is at a more initial level of development (i.e., without	1	Interview with businesses.

automating risk-based planning) OR digitalization of inspections is implemented for some (2-3) inspectorates. In both cases, there is no integration between digital processing of licensing and inspections.		
c. Most licensing procedures are digitalized in terms of online applications, online information for applicants, and back-end processing. There is a significant level of interoperability of registries and databases, relevant for licensing and inspection processes. The digitalization of inspections is implemented and used by most inspectorates and is integrated with licensing (i.e., processing of licenses generates data for risk-based inspection planning). The digital licensing and inspections utilize data to a significant extent, including data from the private sector to improve overall efficiency in risk assessments.	2	
25. Are the capacities in place to ensure sustainability in the development and maintenance of digital technology solutions?		
a. A business continuity plan does not exist, and no budget has been allocated to support maintenance and improvement of digital technology solutions.	0	Interview with ICT staff in the licensing issuing authority and/or inspectorate.
b. A business continuity plan is in place; however, the institutional capacities and budget do not allow for adequate implementation.	1	
c. A business continuity plan is in place. There are adequate institutional capacities and budget to enable for its full implementation.	2	

Maturity levels for the domains/categories

Level	Description	Range
Starting	This development level is characterized by fewer than three questions in a domain/category achieving minimum points (1) and other questions receiving zero points.	0–2 points
Developing	This level indicates at least three questions in a domain/category achieved the minimum score (1).	3–6 points
Maturing	This level shows at least two questions in a domain/category achieved a maximum score (2) and other questions received at least the minimum score (1).	7–10 points

Maturity assessment scoring

Domain	Maturity Level	Indicative Transformative Activities
Laws and Regulations	Starting	<p>a. Develop or amend the framework law(s) on licensing and inspections.</p> <p>b. Develop a regulation on organization and workplaces.</p>
	Developing	<p>c. Amend the sectoral regulations to clarify institutional mandates.</p> <p>d. Amend the legal framework on enforcement measures and penalties.</p>
	Maturing	<p>e. Introduce outcome-based sectoral regulations.</p> <p>f. Make the legal framework digital-ready, to enable licensing and inspections to achieve full potential from the data availability and digital technologies.</p>
Institutional Framework and Leadership	Starting	<p>a. Introduce a coordinating body for licensing and inspection activities.</p> <p>b. Introduce measures to ensure inspections are politically independent.</p> <p>c. Develop a funding model (financial plan) that ensures sustainability for licensing and inspections service delivery.</p> <p>d. Improve transparency by building a public relations function for the coordinating body.</p> <p>e. Introduce channels for submitting and managing complaints.</p>
	Developing	<p>f. Develop and implement framework to coordinate inspections and ensure information sharing between relevant inspectorates</p>
	Maturing	<p>g. Develop strong emphasis of leadership on expertise and continuous professional development.</p> <p>h. Implement the private sector feedback to inform performance management.</p>
Key Policies and Capacities	Starting	<p>a. Develop a strategy that defines the mission/vision toward a risk-based preventive licensing and inspection system and a high-level roadmap for the implementation.</p> <p>b. Develop trainings to build the capacity of staff who work on licensing and/or inspection procedures to shift to a risk-based approach.</p>
	Developing	<p>c. Define and implement KPIs for licensing activities.</p>

		<p>d. Develop trainings to onboard new inspectors.</p> <p>e. Promote participation in international initiatives and partnerships.</p> <p>f. Invest in equipment for the inspectorates and develop procedural guidelines to deploy the equipment.</p>
	Maturing	<p>g. Define and implement KPIs for inspection activities.</p> <p>h. Design incentives to evaluate staff performance and promote a preventive and advisory role and results.</p> <p>i. Develop continuous professional development curricula.</p>
Procedures, Tools, and Transparency	Starting	<p>a. Develop an inventory of business authorizations and inspection-related requirements according to business sectors (e.g., ISIC4, NACE).</p> <p>b. Develop priority procedures to implement the new licensing and/or inspection role (such as on safe disposal of confiscated goods, marking bans, identification of inspectors, etc.).</p> <p>c. Develop inspection checklists.</p>
	Developing	<p>d. Develop risk-based tools, such as risk assessments, risk-based planning methodology, complaints management systems, and risk-based inspection checklists.</p> <p>e. Develop an enforcement management model with a spectrum of measures.</p> <p>f. Develop to the framework to manage and deploy inspection equipment.</p>
	Maturing	<p>g. Develop a mature enforcement management model supported by decision-making tools.</p> <p>h. Develop advanced approaches to risk-based tools by leveraging data and Artificial Intelligence.</p>
Regulatory Technology	Starting	<p>a. Design an online information portal that publishes information on regulations, business authorizations, and inspection-related requirements.</p> <p>b. Design basic software to initiate collecting relevant data for inspections (database of businesses and objects, inspection outputs, statistical reporting).</p>

		<p>c. Develop digital tools for mapping inspection procedures, developing checklists, and managing complaints.</p> <p>d. Organize training for officials and inspectors to apply digital tools.</p>
	Developing	<p>e. Develop technical requirements for a licensing and inspection management digital platform, including the interoperability of relevant registries and databases.</p> <p>f. Implement a licensing and inspection digital platform, including online transactional portal for businesses and modules and functionalities for risk management and processing of licenses and inspections.</p> <p>g. Develop capacities for implementing and maintaining the licensing and inspection digital platform.</p>
	Maturing	<p>h. Implement emerging technologies for risk management benefiting data availability (AI for risk-based inspection planning, dynamic checklists, business intelligence reporting).</p> <p>i. Design sectoral regulations and licensing and inspection requirements by leveraging emerging technologies and increased data availability.</p>

Indicative transformational roadmap

#	Domain	Transformational activity	Maturity level	Timeline
1	Laws and regulations	a. Develop or amend the framework law(s) on licensing and inspections.	Starting	Short term: 1–2 years
2	Laws and regulations	b. Develop a regulation on organization and workplaces.	Starting	Short term: 1–2 years
3	Laws and regulations	c. Amend the sectoral regulations to clarify institutional mandates.	Developing	Medium term: 2–3 years
4	Laws and regulations	d. Amend the legal framework on enforcement measures and penalties.	Developing	Short term: 1–2 years
5	Laws and regulations	e. Introduce outcome-based sectoral regulations.	Maturing	Medium-to-long term: 4+ years
6	Laws and regulations	f. Make the legal framework digital-ready, to enable licensing and inspections to achieve full potential from the data available and digital technologies.	Maturing	Short term: 1–2 years
7	Institutional framework and leadership	a. Introduce a coordinating body for licensing and inspection activities.	Starting	Short term: 1–2 years
8	Institutional framework and leadership	b. Introduce measures to ensure inspections are politically independent.	Starting	Short term: 1–2 years
9	Institutional framework and leadership	c. Develop a funding model (financial plan) that ensures sustainability for licensing and inspections service delivery.	Starting	Short term: 1–2 years
10	Institutional framework and leadership	d. Improve transparency by building a public relations function for the coordinating body.	Starting	Short term: 1–2 years
11	Institutional framework and leadership	e. Introduce channels for submitting and managing complaints.	Starting	Short term: 1–2 years
12	Institutional framework and leadership	f. Develop and implement a framework to coordinate inspections and ensure information sharing between relevant the inspectorates.	Developing	Medium term: 2–3 years

13	Institutional framework and leadership	g. Develop strong emphasis on leadership in areas of expertise and continuous professional development.	Maturing	Medium term: 2–3 years
14	Institutional framework and leadership	h. Implement private sector feedback to inform performance management.	Maturing	Medium-to-long term: 4+ years
15	Key policies and capacities	a. Develop a strategy that defines the mission/vision using a risk-based preventive licensing and inspection system and a high-level roadmap for the implementation.	Starting	Short term: 1–2 years
16	Key policies and capacities	b. Develop trainings to build the capacity of staff who work on licensing and/or inspection procedures to shift to a risk-based approach.	Starting	Short term: 1–2 years
17	Key policies and capacities	c. Define and implement KPIs for licensing activities.	Developing	Medium term: 2–3 years
18	Key policies and capacities	d. Develop trainings to onboard new inspectors.	Developing	Medium term: 2–3 years
19	Key policies and capacities	e. Promote participation in international initiatives and partnerships.	Developing	Short term: 1–2 years
20	Key policies and capacities	f. Invest in equipment for the inspectorates and develop procedural guidelines to deploy the equipment.	Developing	Medium term: 2–3 years
21	Key policies and capacities	g. Define and implement KPIs for inspection activities.	Maturing	Medium-to-long term: 4+ years
22	Key policies and capacities	h. Design incentives to evaluate staff performance and promote a preventive and advisory role and results.	Maturing	Medium term: 2–3 years
23	Key policies and capacities	i. Develop continuous professional development curricula.	Maturing	Medium term: 2–3 years

24	Procedures, tools, and transparency	a. Develop an inventory of business authorizations and inspection-related requirements according to business sectors (e.g., ISIC4, NACE).	Starting	Short term: 1–2 years
25	Procedures, tools, and transparency	b. Develop priority procedures to implement the new licensing and/or inspection role (such as on safe disposal of confiscated goods, marking bans, identification of inspectors, etc.).	Starting	Short term: 1–2 years
26	Procedures, tools, and transparency	c. Develop inspection checklists.	Starting	Short term: 1–2 years
27	Procedures, tools, and transparency	d. Develop risk-based tools such as risk assessments, risk-based planning methodology, complaints management system, and risk-based inspection checklists.	Developing	Medium term: 2–3 years
28	Procedures, tools, and transparency	e. Develop an enforcement management model with a spectrum of measures.	Developing	Short term: 1–2 years
29	Procedures, tools, and transparency	f. Develop to the framework to manage and deploy inspection equipment.	Developing	Short term: 1–2 years
30	Procedures, tools, and transparency	g. Develop a mature enforcement management model supported by decision-making tools.	Maturing	Short term: 1–2 years
31	Procedures, tools, and transparency	h. Develop advanced approaches to risk-based tools by leveraging data and Artificial Intelligence.	Maturing	Medium term: 2–3 years
32	Regulatory technology	a. Design an online information portal that publishes information on regulations, business authorizations, and inspection-related requirements.	Starting	Short term: 1–2 years

33	Regulatory technology	b. Design basic software to initiate collecting relevant data for inspections (e.g., database of businesses and objects, inspection outputs, statistical reporting, etc.).	Starting	Short term: 1–2 years
34	Regulatory technology	c. Develop digital tools for mapping inspection procedures, developing checklists, and managing complaints.	Starting	Short term: 1–2 years
35	Regulatory technology	d. Organize training for officials and inspectors to apply digital tools.	Starting	Short term: 1–2 years
36	Regulatory technology	e. Develop technical requirements for a licensing and inspection management digital platform, including the interoperability of relevant registries and databases.	Developing	Short term: 1–2 years
37	Regulatory technology	f. Implement a licensing and inspection digital platform, including an online transactional portal for businesses and modules and functionalities for risk management and processing of licenses and inspections.	Developing	Medium term: 2–3 years
38	Regulatory technology	g. Develop capacities for implementing and maintaining the licensing and inspection digital platform.	Developing	Medium term: 2–3 years
39	Regulatory technology	h. Implement emerging technologies for risk management by leveraging the increased data availability (e.g., AI for risk-based inspection planning, dynamic checklists, business intelligence reporting)	Maturing	Medium term: 2–3 years
40	Regulatory technology	i. Design sectoral regulations and licensing and inspection requirements by leveraging emerging technologies and increased data availability.	Maturing	Medium-to-long term: 4+ years