



TRANSPARENCY INDEX FOR MUNICIPAL GOVERNANCE 2021

FOR 38 MUNICIPALITIES OF KOSOVO

MAY 2022





Kosovo Democratic Institute is a branch of
Transparency International for Kosovo

KDI's mission is to support the
development of participatory
democracy and the fight against
corruption by promoting transparency,
accountability and integrity at all levels
and sectors of society.



ALL RIGHTS RESERVED © 2022. Kosovo Democratic Institute (KDI).

Kosovo Democratic Institute reserves all rights to this report and no part of this publication may be reproduced or transmitted in any mechanical or electronic form, including photocopying or any system of storage or retrieval of any materials without the prior consent of the written publisher. The publication may be reproduced or transmitted only for non-commercial purposes. Whenever and whoever intends to use excerpts or various materials of this publication, he is obliged to clearly indicate the source whenever the excerpts or materials used are extracted.

If you have any comments, criticisms or suggestions, please contact us through any of the following options:

Address: Str. "Bajram Kelmendi", No. 45,
10000, Prishtina, Kosovo
Tel.: +381 (0)38 248 038
E-mail: info@kdi-kosova.org
Web: www.kdi-kosova.org

By: Diana Metushi Krasniqi

Design: Envinion

The publication of this report was made possible with the support of SlovakAid - Official Development Assistance of the Slovak Republic. The opinions, findings and recommendations expressed in this report are the responsibility of KDI and do not necessarily reflect the views of the donor.

TABLE OF CONTENT

LIST OF ABBREVIATIONS.....	8
INTRODUCTION	9
EXECUTIVE SUMMARY	10
RANKING OF MUNICIPALITIES	14
RESEARCH METHODOLOGY	16
LIST OF INDICATORS	20
COMPARATIVE ANALYSIS 2014-2021	31
PUBLIC PROCUREMENT AT THE MUNICIPAL LEVEL	36
BUDGETING AND PUBLIC FINANCES.....	40
ACCESS TO PUBLIC DOCUMENTS AND INFORMATION	43
PUBLIC PARTICIPATION	45
GRANTS AND SUBSIDIES	47
PROFESSIONAL ETHICS AND CONFLICT OF INTEREST	49

[illegible]

“

I BELIEVE THAT TRANSPARENCY IN
GOVERNANCE IS THE KEY TO RESTORING
THE TRUST OF OUR CITIZENS IN THEIR
ELECTED LEADERS.”

KIRSTEN GILLIBRAND
SENATOR, U.S.A.

LIST OF ABBREVIATIONS

AI	Administrative Instruction
KDI	Kosovo Democratic Institute
LPP	Law on Public Procurement
PPI	Public Procurement Index
PPRC	Public Procurement Regulatory Commission
PRB	Procurement Review Body
E-PROCUREMENT	Electronic public procurement platform
MLG	Ministry of Local Government
MPA	Ministry of Public Administration
MLSW	Ministry of Labour and Social Welfare
MF	Ministry of Finance
NAO	National Audit Office
SME	Small and Medium Enterprises
TI	Transparency International
TIK	Transparency International Kosovo

INTRODUCTION

Local government is the first contact of citizens with the leadership, making them directly feel the achievements or failures of local institutions. A broken road, a protracted project, uncollected waste, roads not de-iced, are just some of the examples of daily confrontations, which ultimately affect the reduction of citizens' trust in public institutions, add to this the high perception of widespread corruption in public spending. The more closed the institutions are, the more suspicions are raised and the dissatisfaction of the citizens increases.

High institutional transparency helps increase confidence in good governance through accountability in public activities. But transparency without the involvement of citizens in development processes and informing citizens may not prove successful in this subject given the volume of information and their complexity, but also the needs of citizens. Furthermore, in the way of bringing citizens closer to local governments, increasing the efficiency and effectiveness of public spending, stimulating free competition and economic development at the local level, it is of particular importance that institutions possess the instruments that preserve integrity and ethics. institutional. One of the key elements in this regard is the elimination of political influence and professional and dignified representation in municipal enterprises and organizations, which if managed successfully can be very fruitful not only for citizens but also the institutions themselves, or vice versa can be harmful both in the provision of services and in increasing the financial burden on municipalities. Moreover, increasing transparency and active citizenship also help the institutions themselves in improving and advancing their performance.

For the seventh year in a row, the Kosovo Democratic Institute (KDI)/Transparency International Kosovo (TIK), through the publication of the Transparency Index in local government, continues to shed light on municipal spending and encouraging institutions to improve the quality of services provided for citizens and the promotion of active citizenship. The purpose of this Index is to inform citizens about the level of transparency and efficiency with which local governments provide goods, jobs and services, and to encourage institutions to carry out more efficient and transparent financial planning and spending as needed by the community.

In 2021, although facing the economic challenges caused by the COVID-19 pandemic, as well as the early central level elections and local elections, the municipalities proved to be quite proactive and accountable to its citizens.

[illegible]

The year 2021 showed a positive trend in transparency in public procurement at the municipal level, marking an **increase of about 13%** compared to the same indicators within this governing policy from an average of 57% in 2020 to an average of 70% in 2021. During 2021, 30 out of 38 municipalities have published procurement planning on their website, of which 19 were in readable formats (Word, Excel, PDF Machine Readable), 26 out of 38 municipalities have published on their website the annual procurement report for the past year, of which 20 were in readable format and six were scanned documents, 32 have published a list of all executive bodies, public institutions and organizations, which regulate or handle procurement advice and disputes, but only four had provided a description of the responsibilities of these institutions, 28 municipalities publish contract notices on the website, but only 15 of them publish 100% of the notices compared to publications in e-Procurement, 26 municipalities publish contract award notices on the website but only 12 municipalities publish contract award notices on the website compared to e-Procurement.

An **increase of 9%** was also recorded in budget transparency (from 64% in 2020 to 73% in 2021). 23 municipalities out of 38 had published the municipal investment plan on the website, 26 municipalities had published the budget on the Website of municipality, 19 municipalities had published the changes in budget allocations on the Website of municipality, 17 municipalities had published all quarterly expenditure reports on the website and 11 partially, 29 municipalities had published the annual summary budget report for the previous fiscal year on the website, 30 municipalities had published the Medium Term Expenditure Framework, and 28 municipalities had published the auditor's reports on its website

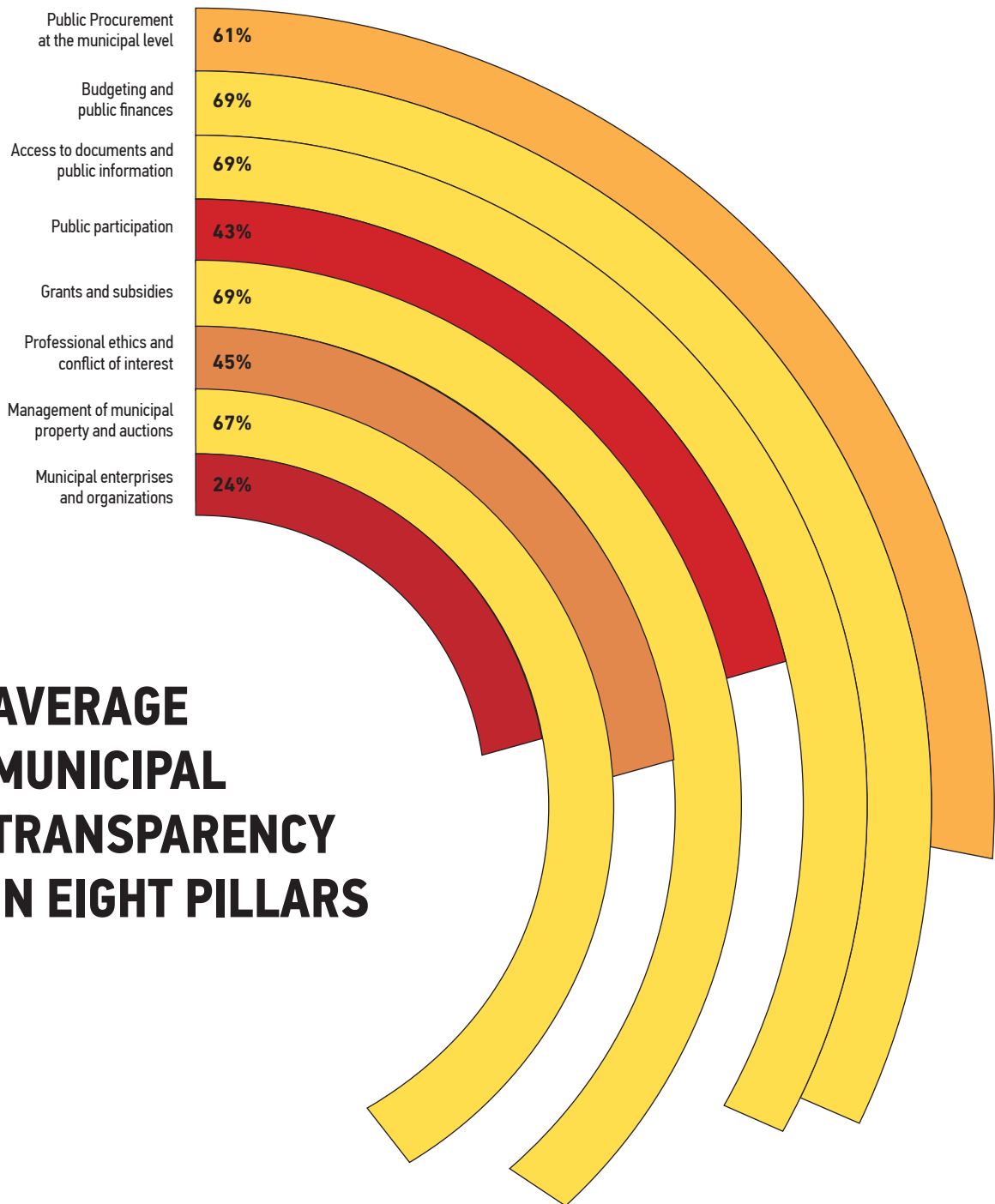
KDI encourages all municipalities to continue with their commitment to increasing transparency and to review their shortcomings in this index for 2021 and to focus on increasing transparency in all pillars in 2022.

In 2021, there was an increase in demand for public documents **from 327 in 2020 to 745 in 2021**. Of these requests, 359 were related to public procurement procedures. There was also an increase in the number of municipalities that responded to the KDI request for information and based on information received from 34 municipalities 13 were rejected due to the protection of private data.



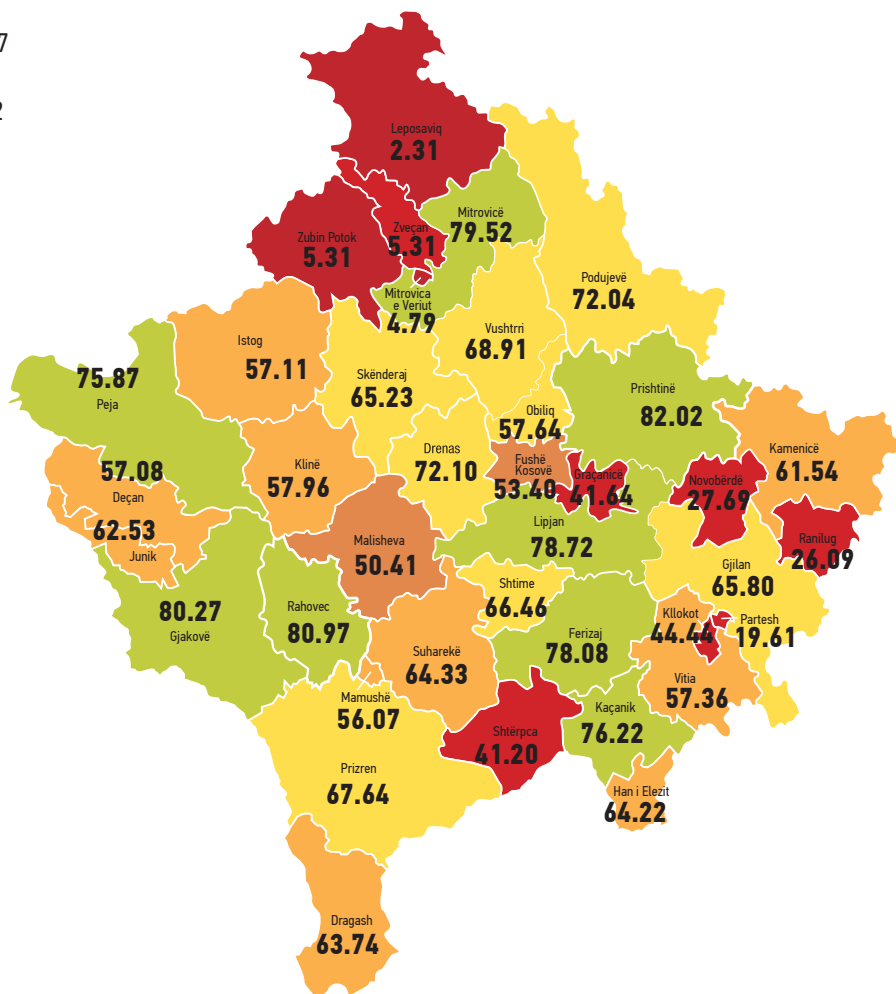
In 2021, most measurements are based on new indicators, the index gives us a satisfactory result with an average of **56%** in the eight public policies addressed.





RANKING OF MUNICIPALITIES WITH OVERALL TRANSPARENCY ABOVE 60%

Prishtina	82.02
Rahovec	80.97
Gjakova	80.27
Mitrovica	79.52
Lipjan	78.72
Ferizaj	78.08
Kacanik	76.22
Peja	75.87
Drenas	72.10
Podujeva	72.04
Vushtrria	68.91
Prizren	67.64
Shtime	66.46
Gjilan	65.80
Skenderaj	65.23
Suhareka	64.33
Elez Han	64.22
Dragas	63.74



0

THE LEAST TRANSPARENT MUNICIPALITY

A MORE TRANSPARENT MUNICIPALITY

100

The following table shows the points earned by each municipality, for each of the measured pillars:

|||||

|||||

Municipality/ Governance policy		Public Procurement at the municipal level	Budgeting and public finances	Access to documents and public information	Public participation	Grants and Subsidies	Professional Ethics and Conflict of Interest	Municipal Property Management and Auctions	Municipal enterprises and organizations	OVERALL POINTS FOR THE MUNICIPALITY
17	Elez Han	9.75	10.38	12.69	9	8.89	6	5	2.5	64.22
18	Dragas	13.43	9.23	12.69	12	8.89	0	5	2.5	63.74
19	Junik	12	9.81	12.69	3	7.78	6	10	1.25	62.53
20	Kamenica	10.8	8.65	12.69	6	8.89	2	10	2.5	61.54
21	Klina	14.25	6.35	12.69	4.5	6.67	6	5	2.5	57.96
22	Obilic	9.08	9.23	12.69	7.5	8.89	4	5	1.25	57.64
23	Vitia	9.38	8.65	12.69	4.5	8.89	2	10	1.25	57.36
24	Istog	12.3	8.08	12.69	4.5	6.67	6	5	1.88	57.11
25	Decan	10.43	8.65	10.96	7.5	6.67	6	5	1.88	57.08
26	Mamusha	14.25	9.81	12.69	6	4.44	2	5	1.88	56.07
27	Fushe Kosova	5.25	9.81	12.69	6	7.78	0	10	1.88	53.40
28	Malisheva	6.75	8.08	12.69	7.5	8.89	4	0	2.5	50.41
29	Klokot	8.18	8.65	12.69	0	6.67	2	5	1.25	44.44
30	Gracanica	5.33	4.04	12.69	6	3.33	4	5	1.25	41.64
31	Strpce	0	6.92	12.69	6	3.33	6	5	1.25	41.20
32	Novo Brdo	0.75	4.04	12.69	0	3.33	0	5	1.88	27.69
33	Ranilug	0	6.92	12.69	3	2.22	0	0	1.25	26.09
34	Partes	3.75	1.15	9.23	0	2.22	2	0	1.25	19.61
35	Zubin Potok	0	1.15	1.15	3	0	0	0	0	5.31
36	Zvecan	0	1.15	1.15	3	0	0	0	0	5.31
37	North Mitrovica	0.75	1.73	2.31	0	0	0	0	0	4.79
38	Leposavic	0	1.15	1.15	0	0	0	0	0	2.31

0

THE LEAST TRANSPARENT
MUNICIPALITYA MORE TRANSPARENT
MUNICIPALITY

100

|||||

RESEARCH METHODOLOGY

Kosovo Democratic Institute (KDI), the chapter of Transparency International (TI) for Kosovo in cooperation with Transparency International Slovakia, which is a leader in promoting transparency in local government throughout Europe, during 2021 have closely consulted public policies and opportunities to expand the measurement indicators in order to stimulate further growth of transparency at the municipal level, which would ultimately benefit their citizens.

This improved assessment methodology enriches the local government transparency index for 46 new indicators and two additional pillars (1) municipal property management and auctions, and (2) municipal enterprises and organizations.

For the Public Procurement Transparency Index for 2021, KDI has evaluated the institutional transparency of Kosovo municipalities against 87 indicators, grouped in eight thematic pillars.

As this is the first year of measuring transparency in 46 new indicators, this index of 2021 will serve as a basis for measurements and comparisons in the coming years. The methodology used in 2021 is merely a reflection of the methodology used in 2020 and the preliminary measurements from 2017.

Since the number of indicators and indicator points do not provide the maximum combined score of 100, the weighted score is used for numerical scores that enable KDI to rank performance based on categories of different priority or importance levels. The number of indicators, the maximum points for the indicators per pillar and the weight of each pillar are presented in the table below.

|||||

Public policy at the municipal level	Number of indicators	Maximum points of indicators	Maximum points weighted by pillar
PUBLIC PROCUREMENT AT THE MUNICIPAL LEVEL	17	24	15
BUDGETING AND PUBLIC FINANCES	20	20	15
ACCESS TO DOCUMENTS AND PUBLIC INFORMATION	15	26	15
PUBLIC PARTICIPATION	8	14	15
GRANTS AND SUBSIDIES	10	20	10
PROFESSIONAL ETHICS AND CONFLICT OF INTEREST	6	12	10
MEMUNICIPAL PROPERTY MANAGEMENT AND AUCTIONS	3	4	10
MUNICIPAL ENTERPRISES AND ORGANIZATIONS	8	14	10
TOTAL	87	134	100

*** Due to the non-functioning of the Procurement Review Body, in the index of 2021, the indicator "Does the municipality publish the decisions of the PRB on its website?" has not been measured, and the maximum scores of indicators in transparency policies in public procurement have been calculated 20 in total.

|||||



1. Product Indicators – There are product indicators that measure whether planned activities and actions are actually being implemented as provided or as required by law. These indicators rely on data extracted from powerful and verifiable sources, such as municipal or central government websites. These indicators take values from 0 to 2 points, as listed below:

- 0 Points** – indicating that there is no information
- 1 Points** – indicating that information has been partially disclosed
- 2 Points** – indicating that the information is fully disclosed

2. Performance Indicators – There are 12 performance indicators that measure performance quality. KDI surveys relied on these indicators to compare data and determine a percentage of performance. To compare the numerical scores of other indicators, these indicators are evaluated as described in the following table:

COMPARISON OF DATA MUNICIPALITY VERSUS ALTERNATIVE SOURCES IN PERCENTAGE											
	1 – 9	10-19	20 – 29	30 – 39	40 – 49	50 – 59	60 – 69	70 – 79	80 – 89	90 – 99	100
POINTS	0.1	0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.9	1	2



|||||

Assessment method used to award a certain number of points:

- A** Analytical conclusion of the research team;
- B** Mysterious purchase (volunteer engaged by KDI has made a request for public information without revealing affiliation with KDI)
- D** Ensuring compliance standards approved by AI 01/2015 of MLGA¹, AI 01/2015 of the MPA², Law No. 04/L-042³, Law No. 03/L-040⁴, Law No. 03/L-048⁵, Regulation No. 02/2015 of MLSW⁶, and Government Decision No. 07/87⁷; Regulation No. 04/2015 of the Government of the Republic of Kosovo⁸.
- W** Analysis on the website. The research clearly shows that there is enough information on the official website or other official website sources;
- I** Response to the letter requesting information;
- T** Data from the Internet;
- S** Citizens' complaints, court decisions, articles in reputable mass media, public documents from NGOs (Non-Governmental Organizations) and members of Municipal Assemblies.
- M** Direct meetings and interviews with local government and citizens

1 Administrative Instruction (MLGA) No. 01/2015 for the Transparency in Municipalities: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=11403>

2 Administrative Instruction (MPA) No. 01/2015 for Websites of Public Institutions: [https://map.rks-gov.net/getattachment/04a69d9b-2b96-4ef2-bfc7-4c82cb860384/Udhezimi-Administrativ-\(MAP\)-nr-01-2015-per-Ueb-Fa.aspx](https://map.rks-gov.net/getattachment/04a69d9b-2b96-4ef2-bfc7-4c82cb860384/Udhezimi-Administrativ-(MAP)-nr-01-2015-per-Ueb-Fa.aspx)

3 Law No. 04/L-042 on Public Procurement in the Republic of Kosovo: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2772>

4 Law No. 03/L-040 on Local Self Government: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2530>

5 Law No. 03/L-048 on Public Financial Management and Accountability: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2524>

6 Regulation (MLSW) No. 02/2015 on the Criteria and Procedures of Financial Support for Subsidies and Grants: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=11129>

7 Government Decision 07/87 on open data: http://www.kryeministri-ks.net/repository/docs/Vendimet_e_Mblejes_se_87-te_te_Qeverise_2016.pdf

8 Regulation (GRK) - No. 04/2015 on the code of conduct in the civil service of the Republic of Kosovo: http://kryeministri-ks.net/repository/docs/Rregore_QRK_Nr.042015_per_Kodin_e_Miresjelljes_ne_Sherbimin_Civil_te_Republikes_se_Kosoves_19.pdf

|||||

ID	Indicator position	Indicator	Policy	Maximum points	Result	Source
K21001	Main	Is there an electronic notice table on the official website?	Access to documents and public information	2	YES/NO	Website of municipality
K21002	Main	Are there any electronic bulletin tables with archives dating back at least two years to the official website?	Access to documents and public information	2	YES/NO	Website of municipality
K21003	Main	Does the municipality publish the most frequently asked questions of citizens on the website?	Access to documents and public information	2	YES/NO	Website of municipality
K21004	Main	Has the municipality responded to requests for information under the FOI Act in legal form within the period specified in the law?	Access to documents and public information	2	YES/NO	Manual request
K21005	Main	Is the political affiliation of the MPs presented on the official website of the municipality?	Access to documents and public information	2	YES/NO	Website of municipality
K21006	Main	Does the municipality provide information on the current salaries of municipal MPs?	Access to documents and public information	2	YES/NO	Manual request
K21007	Main	Does the municipality provide information on the use of the veto by the mayor (for Assembly decisions)?	Access to documents and public information	2	YES/NO	Manual request
K21008	Main	Does the municipality provide information on the use of the veto by the mayor (for Assembly decisions)?	Access to documents and public information	N/A	YES/NO	Manual request
K21009	Main	Does the municipality provide information on prosecutor's protests against municipal decisions?	Access to documents and public information	N/A	YES/NO	Manual request

|||||

ID	Indicator position	Indicator	Policy	Maximum points	Result	Source
K21010	Main	Does the municipality have a municipal gazette?	Access to documents and public information	2	YES/NO	Website of municipality
K21011	Main	Does the "search bar" work?	Access to documents and public information	2	YES/NO	Website of municipality
K21012	Main	Number of requests for access to public documents	Access to documents and public information	2	YES/NO	Manual request
K21013	Supporting - sub-indicator for K21012	Number of rejected requests and administrative silence (non-response)	Access to documents and public information	2	YES/NO	Manual request
K21014	Main	Number of requests related to public procurement	Access to documents and public information	2	YES/NO	Manual request
K21015	Supporting - sub-indicator for K21014	Number of rejected requests regarding public procurement	Access to documents and public information	2	YES/NO	Manual request
K21016	Main	Are budget changes guided by the same rules as for the budget proposal (e.g. publication of draft amendments for public consultation)?	Budgeting and public finances	2	YES/NO	Website of municipality
K21017	Main	Are budget changes published that reflect investments from municipal own source revenues on the website?	Budgeting and public finances	2	YES/NO	Website of municipality

|||||

[illegible]

|||||

ID	Indicator position	Indicator	Policy	Maximum points	Result	Source
K21026	Main	Are the current year expenditure reports published on the website	Budgeting and public finances	2	YES/NO	Website of municipality
K21027	Supporting - sub-indicator for M18026	Has the summary report on the municipal budget for the previous fiscal year been published on the website	Budgeting and public finances	N/A	YES/NO	Website of municipality
K21028	Supporting - sub-indicator for M18026	Is the report of the first quarter of expenditures for the current year published on the website	Budgeting and public finances	N/A	YES/NO	Website of municipality
K21029	Supporting - sub-indicator for M18026	Is the second quarter expenditure report for the current year published on the website?	Budgeting and public finances	N/A	YES/NO	Website of municipality
K21030	Supporting - sub-indicator for M18026	Is the third quarter expenditure report for the current year published on the website?	Budgeting and public finances	N/A	YES/NO	Website of municipality
K21031	Main	Is the medium-term budget framework published on the website?	Budgeting and public finances	2	YES/NO	Website of municipality
K21032	Main	Is the medium-term budget framework published in a format suitable for users (word, excel, cvs, etc.)	Budgeting and public finances	2	YES/NO	Website of municipality
K21033	Main	Does the medium-term budget framework include gender budgeting?	Budgeting and public finances	2	YES/NO	Website of municipality

|||||

[illegible]

|||||

ID	Indicator position	Indicator	Policy	Maximum points	Result	Source
K21042	Main	Is there information available on the municipality's website about subsidies allocated by the municipality?	Grants and Subsidies	2	YES/NO	Website of municipality
K21043	Main	Does the municipality provide information on the amount of grants and subsidies for the previous year?	Grants and Subsidies	2	YES/NO	Website of municipality
K21044	Main	Has the annual report for the previous year been published on the website regarding the subsidies given?	Grants and Subsidies	2	YES/NO	Website of municipality
K21045	Main	Are the grant regulations published on the website?	Grants and Subsidies	2	YES/NO	Website of municipality
K21046	Main	Is the basic legislation on the organization, functioning and functions of public enterprises and dependent institutions published on the website	Municipal enterprises and organizations	2	YES/NO	Website of municipality
K21047	Main	Is the organizational scheme for the involvement of public enterprises and subsidiary institutions published on the website	Municipal enterprises and organizations	2	YES/NO	Website of municipality
K21048	Main	Are the annual financial reports of all public enterprises published on the municipality's website available?	Municipal enterprises and organizations	2	YES/NO	Website of municipality
K21049	Main	Are the individual websites of the municipal enterprises and organizations related to the municipality related to the official website of the municipality or do they have their section on the website of the municipality?	Municipal enterprises and organizations	2	YES/NO	Website of municipality

|||||

|||||

ID	Indicator position	Indicator	Policy	Maximum points	Result	Source
K21050	Main	Number of companies with municipal investments	Municipal enterprises and organizations	N/A	YES/NO	Manual request
K21051	Main	Are biographies of the heads of department available on the municipality's website, including information on: i. Education ii. Previous employment	Municipal enterprises and organizations	2	YES/NO	Website of municipality
K21052	Main	Are biographies of the board of directors of public utility companies available on the municipality's website including information on education?	Municipal enterprises and organizations	2	YES/NO	Website of municipality
K21053	Main	Has the municipality provided information regarding MED budgets for schools within its jurisdiction?	Municipal enterprises and organizations	2	YES/NO	Manual request
K21054	Main	Does the municipality have a code of ethics for its employees?	Professional ethics and conflict of interest	2	YES/NO	Website of municipality
K21055	Main	Are the minutes from the sessions of the commission for the public interest available on the official website?	Professional ethics and conflict of interest	2	YES/NO	Website of municipality
K21056	Main	Are the mayor's property declarations available on the official website of the municipality?	Professional ethics and conflict of interest	2	YES/NO	Website of municipality
K21057	Main	Is there a specific instrument for reporting unethical behaviour (e.g. hotline, online form, ethics commissioner, etc.) within the municipal office? If so, what instrument?	Professional ethics and conflict of interest	2	YES/NO	Manual request

|||||

|||||

ID	Indicator position	Indicator	Policy	Maximum points	Result	Source
K21058	Main	How many cases of signalling or reporting of conflict of interest have the municipality had since 2021?	Professional ethics and conflict of interest	2	YES/NO	Manual request
K21059	Main	Does the municipality publish the integrity plan on the website?	Professional ethics and conflict of interest	2	YES/NO	Website of municipality
K21060	Main	Are there any online tools that enable the public to submit and track their complaints/concerns/questions?	Public participation	2	YES/NO	Website of municipality
K21061	Main	How often do citizens use the municipality's website?	Public participation	N/A	YES/NO	Manual request
K21062	Main	Is the draft budget published for public consultation?	Public participation	2	YES/NO	Website of municipality
K21063	Main	Have the draft decisions of the mayor for public consultation been published?	Public participation	2	YES/NO	e-prokurimi
K21064	Main	Are draft mayor's agendas published for public consultation?	Public participation	2	YES/NO	Website of municipality
K21065	Main	Can you send the municipality an online letter with questions?	Public participation	2	YES/NO	Website of municipality

|||||

[illegible]

|||||

ID	Indicator position	Indicator	Policy	Maximum points	Result	Source
K21076	Main	Are contract announcements for the current year available on the official website?	Public Procurement at the municipal level	2	YES/NO	Website of municipality
K21077	Main	Number of contract notices on the municipality's website	Public Procurement at the municipal level	2	YES/NO	Website of municipality
K21078	Supporting	Number of contract notices on the PPRC website	Public Procurement at the municipal level	2	YES/NO	e-procurement
	sub-indicator for K21077					
K21079	Main	Are contract notice announcements for the current year available on the official website?	Public Procurement at the municipal level	2	YES/NO	Website of municipality
K21080	Main	Number of contract award notices on the municipality's website	Public Procurement at the municipal level	2	YES/NO	Website of municipality
K21081	Supporting - sub-indicator for K21080	Number of contract award notices on the PPRC website	Public Procurement at the municipal level	N/A	YES/NO	e-procurement
K21082	Main	Is the annual procurement report for the previous year published on the website?	Public Procurement at the municipal level	2	YES/NO	Website of municipality

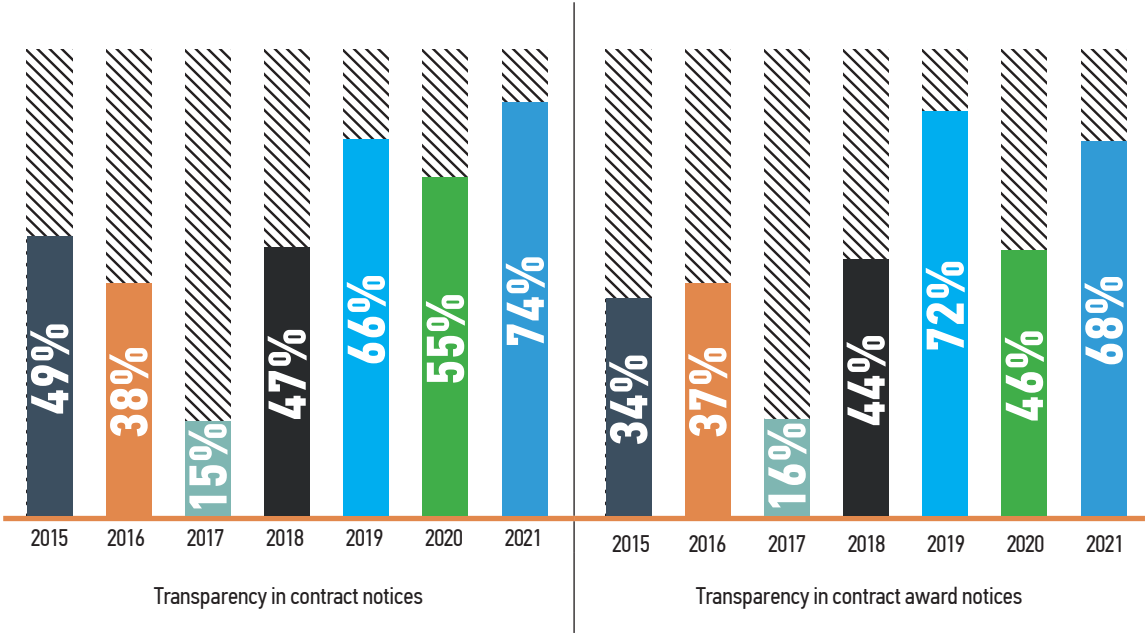
|||||

[illegible]

- |||||

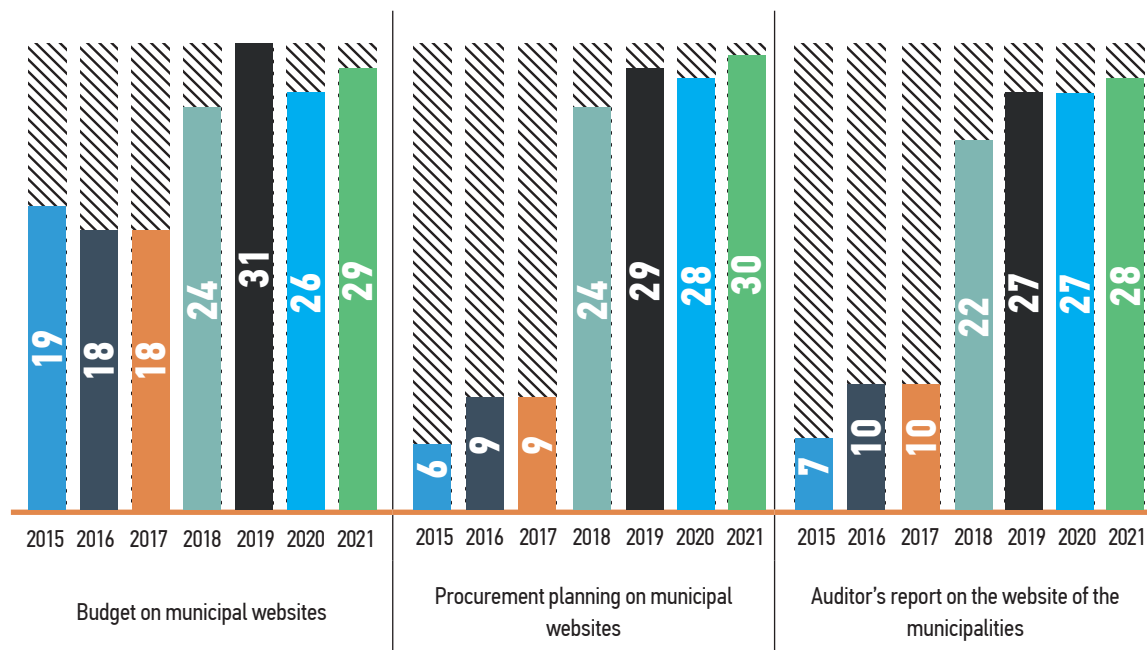
The graph below shows the transparency trends in public procurement during the years 2014-2021.

Transparency in public procurement: comparison 2015 - 2021



The graph below shows the budget transparency trends during the years 2015-2020.

Budget Transparency 2015-2021



Trends of publishing public auctions on the website of the municipality 2015-2021



|||||

As we can see from the graphs above, in 2021, there was generally an increase in transparency in the **19** indicators mentioned above.

- 1 In 2021, there was an average increase of about **21%** in transparency in public procurement compared to 2020 (in the two historical indicators).
- 2 Moreover in 2021, there has been an average increase of about **5%** compared to 2020 in budget transparency in the three historical indicators.
- 3 In the publication of auction notices for 2021, **64 notices** were published on the websites of municipalities but only 10 on the website of the PPRC.
- 4 Compared to 2020, which was a pandemic year (COVID-19), the number of requests for access to public documents had increased by **386 requests**.

|||||

COLUMN I

PUBLIC PROCUREMENT AT THE MUNICIPAL LEVEL

In 2021, only 18% of Kosovo's public budget was spent through public procurement⁹. However, this process in Kosovo continues to be seen as one of the public policies with the highest risk of corruption. Kosovo in recent years has taken several initiatives to increase transparency in this public policy, making mandatory the publication of contracts and sPejaial mandatory conditions on the central public procurement platform. However, the first contact of the citizen with the government is the municipality. To assess the level of transparency in this public policy, KDI has measured the following 14 indicators:

- 1 Is the public procurement plan for the current year available on the municipality's website?
- 2 Is the procurement plan published in user friendly format (Word, Excel, Cvs)?
- 3 Has the annual procurement report for the previous year been published in user-friendly formats (Word, Excel, Cvs)?
- 4 Is there a list of all executive bodies, public institutions and organizations that regulate or handle procurement councils and disputes?
- 5 Does the municipality publish the contracts on its website?
- 6 Number of contracts published on the website of the municipality
- 7 Are contract announcements for the current year available on the official website?
- 8 Number of contract notices on the municipality's website
- 9 Number of contract notices on the PPRC website

#	Municipality	Score
1	Gjakova	15.00
1	Prishtina	15.00
2	Ferizaj	14.25
2	Klina	14.25
2	Mamusha	14.25
2	Peja	14.25
2	Rahovec	14.25
3	Lipjan	13.50
3	Podujeva	13.50
4	Dragash	13.43
5	Kacanik	12.75
6	Prizren	12.68
6	Suhareka	12.68
7	Istog	12.30
8	Junik	12.00
8	Shtime	12.00
9	Vushtrria	11.93
10	Mitrovica	11.25
11	Kamenica	10.80
12	Decan	10.43
13	Skenderaj	10.20
14	Gjilan	9.75
14	Hani i Elezit	9.75
15	Drenas	9.38
15	Vitia	9.38
16	Obiliq	9.08
17	Klllokot	8.18
18	Malisheva	6.75
19	Graçanica	5.33
20	Fushe Kosova	5.25
21	Partes	3.75
22	North Mitrovica	0.75
22	Novo Brdo	0.75
23	Leposavic	0.00
23	Ranillug	0.00
23	Strpce	0.00
23	Zubin Potok	0.00
23	Zvecan	0.00

⁹ [Annual Report of the PPRC for Public Procurement for the year 2021](#)

|||||

- 10 Are contract notice announcements for the current year available on the official website?
- 11 Number of contract award notices on the municipality's website
- 12 Number of contract award notices on the PPRC website
- 13 Is the annual procurement report for the previous year published on the website?

Due to the lack of a board of the Procurement Review Body during 2021, although part of the methodology of 2021, the following indicators have not been measured and have not affected the points of municipalities in terms of transparency in public procurement:

- 1 Does the municipality publish the decisions of the PRB on its website?
- 2 Number of decisions of the PRB published on the website of the municipality
- 3 Number of complaints of the PRB filed against municipal decisions on procurement actions
- 4 Number of decisions of the PRB against municipal decisions on procurement actions

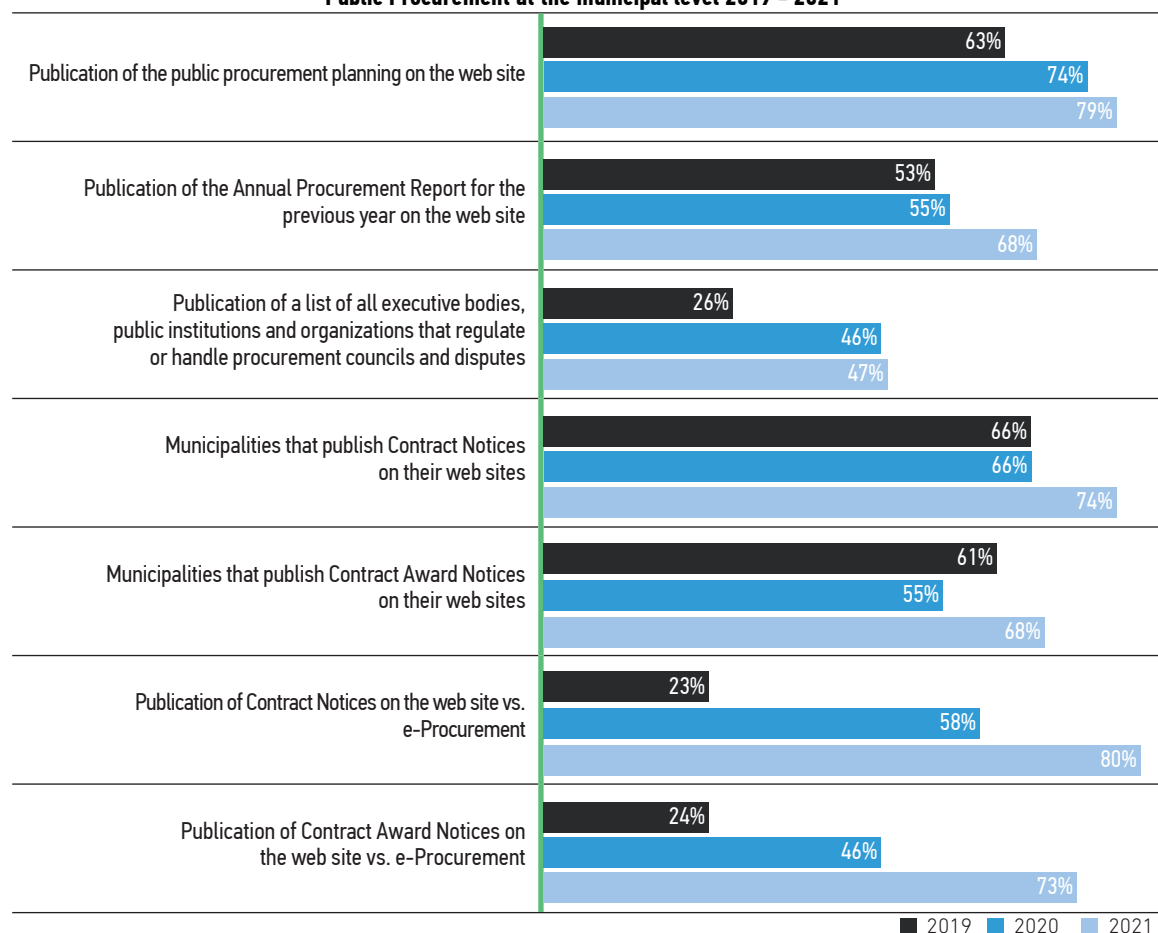
The maximum score that can be achieved in this column is 15, while the minimum score is zero. The table on the right shows the ranking of municipalities according to individual results in this column.

The average score for public procurement transparency at the municipal level is 61%.

The following graph presents the current general situation for all municipalities in this process, by activity and compared to transparency trends between 2019 - 2021:

|||||

Public Procurement at the municipal level 2019 - 2021



- 30 out of 38 municipalities published their procurement plans on their websites, while 21 of them were in legible format;
- 32 out of 38 municipalities had published contacts of executive bodies, public institutions and organizations that regulate or address procurement councils and disputes on their websites, however only four (4) municipalities had described to citizens the roles and responsibilities of these institutions;
- 26 out of 38 municipalities have published the annual procurement report from the previous year on their websites, while 20 of them were in legible format;
- 24 out of 38 municipalities have published all contract notices, 4 have partially published contract notices on their websites, while 10 municipalities have not published any notices;
- 22 out of 38 municipalities have published contract award notices, 4 have partially published contract award notices on their websites, while 12 municipalities have not published any notice;
- 28 out of 38 municipalities have published contracts on their websites.

|||||

While most municipalities publish documents related to public procurement, there are five municipalities that during 2021 had not published any documentation related to this process. Information on their activities is available only on the central government procurement platform.

1 Leposavic

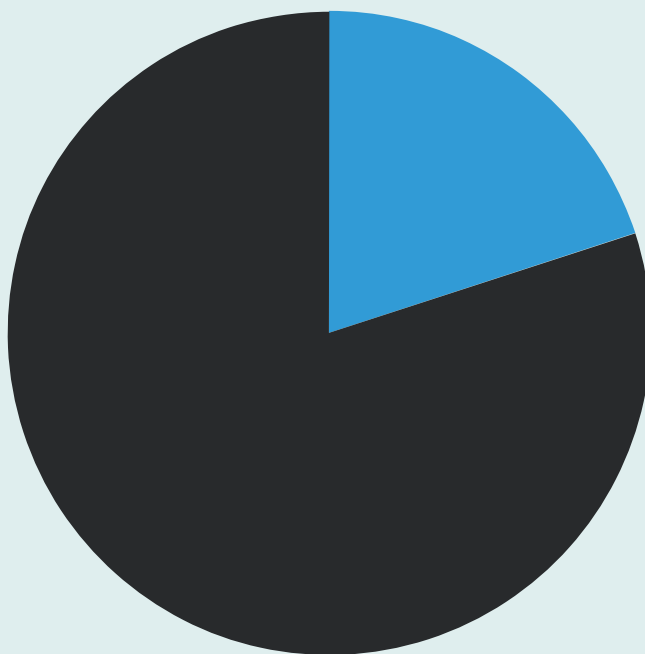
3 Strpce

5 Zvecan

2 Ranillug

4 Zubin Potok

In 2021, only
18%
of Kosovo's
public budget was
spent through
public procurement.



COLUMN II:

BUDGETING AND PUBLIC FINANCES

To measure budget transparency, KDI has used the following indicators:

1. Are budget changes guided by the same rules as for the budget proposal (e.g., publication of draft amendments for public consultation)?
2. Are budget changes that reflect investments from municipal own source revenues published on the website?
3. Are budgets of at least the last three years available on the website?
 - Is the 2021 budget available on the website?
 - Is the 2020 budget available on the website?
 - Is the 2019 budget available on the website?
4. Are the annual budget reports for the last three consecutive years available on the official website?
 - Is the annual budget report for 2020 available on the official website?
 - Is the annual budget report for 2019 available on the official website?
 - Is the annual budget report for 2018 available on the official website?
5. Are the current annual expenditure reports published on the website?

#	Municipality	Score
1	Gjakova	11.54
1	Mitrovica	11.54
1	Peja	11.54
1	Prishtina	11.54
2	Podujeva	10.96
3	Drenas	10.38
3	Ferizaj	10.38
3	Hani i Elezit	10.38
3	Kacanik	10.38
3	Lipjan	10.38
3	Prizren	10.38
3	Rahovec	10.38
4	Fushe Kosova	9.81
4	Junik	9.81
4	Mamusha	9.81
5	Dragash	9.23
5	Obiliq	9.23
6	Decan	8.65
6	Kamenica	8.65
6	Klllokot	8.65
6	Vitia	8.65
6	Vushtrri	8.65
7	Gjilan	8.08
7	Istog	8.08
7	Malisheva	8.08
7	Skenderaj	8.08
8	Shtime	7.50
9	Ranillug	6.92
9	Strpce	6.92
9	Suhareka	6.92
10	Klina	6.35
11	Gracanica	4.04
11	Novo Brdo	4.04
12	North Mitrovica	1.73
13	Leposavic	1.15
13	Partes	1.15
13	Zubin Potok	1.15
13	Zvecan	1.15

|||||

- Has the summary report on the municipal budget for the previous fiscal year been published on the website?
 - Is the report of the first quarter of expenditures for the current year published on the website?
 - Is the report of the second quarter of expenditures for the current year published on the website?
 - Is the report of the third quarter of expenditures for the current year published on the website?
6. Is the medium-term budget framework published on the website?
 7. Is the medium-term budget framework published in a format suitable for users (word, excel, cvs, etc.)
 8. Does the medium-term budget framework include gender budgeting?
 9. Is the investment plan published on the website?
 10. Is the audit report on the website?

The maximum score in this section is 15 while the minimum score is zero. The table on the right shows the ranking of municipalities by individual score in this column.

The average score for budget transparency is 69%.

Compared to last year (2020), based on seven (7) product indicators identical to the 2020 measurements, municipalities have had an increase in budget transparency of about 9% (from 64% in 2020 to 73% in 2021).

|||||

COLUMN III:

ACCESS TO PUBLIC DOCUMENTS AND INFORMATION

KDI monitored the extent to which the Law on Access to Public Documents is implemented. To make these measurements, KDI has used the following indicators:

1. Is there an electronic notice board on the official website?
2. Are there any electronic bulletin boards with archives dating back at least two years on the official website?
3. Does the municipality publish the most frequently asked questions of citizens on the website?
4. Has the municipality responded to requests for information under the law for access to public documents in legal form within the period specified in the law?
5. Is the political affiliation of the MPs presented on the official website of the municipality?
6. Does the municipality provide information on the current salaries of municipal MPs?
7. Does the municipality provide information on the use of the mayor's veto and the prosecutor's protests against municipal decisions?
8. Does the municipality provide information on the use of the veto by the mayor (for Assembly decisions)?
9. Does the municipality provide information on prosecutor's protests against municipal decisions?
10. Does the municipality provide information regarding the publication of the municipal newspaper?

#	Municipality	Score
1	Gjakova	13.85
1	Mitrovica	13.85
1	Prishtina	13.85
2	Dragash	12.69
2	Drenas	12.69
2	Ferizaj	12.69
2	Fushe Kosova	12.69
2	Gjilan	12.69
2	Gracanica	12.69
2	Hani i Elezit	12.69
2	Istog	12.69
2	Junik	12.69
2	Kacanik	12.69
2	Kamenica	12.69
2	Klina	12.69
2	Klllokot	12.69
2	Lipjan	12.69
2	Malisheva	12.69
2	Mamusha	12.69
2	Novo Brdo	12.69
2	Obiliq	12.69
2	Peja	12.69
2	Podujeva	12.69
2	Prizren	12.69
2	Rahovec	12.69
2	Ranillug	12.69
2	Shtrepce	12.69
2	Shtime	12.69
2	Skenderaj	12.69
2	Suhareka	12.69
2	Vitia	12.69
2	Vushtrri	12.69
3	Deçan	10.96
4	Partes	9.23
5	North Mitrovica	2.31
6	Leposavic	1.15
6	Zubin Potok	1.15
6	Zvecan	1.15

- The municipalities with the highest number of requests for access to public documents were Prishtina with 87, Prizren with 65, Suhareka with 57, South Mitrovica with 53 and Ferizaj and Kaçanik with 50 requests for access to public documents.

4 Zvecan

COLUMN IV

PUBLIC PARTICIPATION

To measure the transparency of the provision of information to citizens related to civil engagement and information, KDI has used the following indicators:

1. Are there any online tools that enable the public to submit and track their complaints/concerns/questions?
2. How often do citizens use the municipality's website?
3. Is the draft budget for public consultation published?
4. Have the draft decisions of the mayor for public consultation been published?
5. Are the draft agendas of the mayor for public consultation published?
6. Can you send the municipality an online question letter?
7. Number of budget hearings from the mayor's office (min. 1 per year)
8. Number of budget hearings by the Municipal Assembly (min. 1 per year)

The maximum score set in this column is 15 while the minimum score is zero. The table on the right shows the ranking of municipalities by individual score in this local government policy.

The average level of transparency in public participation is 43%.

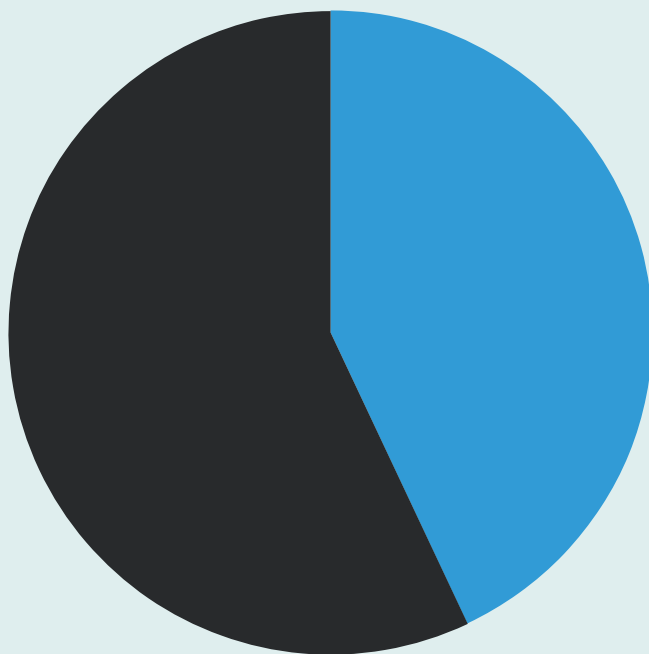
#	Municipality	Score
1	Mitrovica	15.00
2	Dragash	12.00
2	Drenas	12.00
2	Lipjan	12.00
3	Gjakova	10.50
3	Prishtina	10.50
3	Rahovec	10.50
4	Ferizaj	9.00
4	Gjilan	9.00
4	Hani i Elezit	9.00
4	Kacanik	9.00
5	Decan	7.50
5	Malisheva	7.50
5	Obiliq	7.50
5	Peja	7.50
5	Podujeva	7.50
5	Shtime	7.50
5	Skenderaj	7.50
5	Suhareka	7.50
5	Vushtrri	7.50
6	Fushe Kosova	6.00
6	Graçanica	6.00
6	Kamenica	6.00
6	Mamusha	6.00
6	Strpce	6.00
7	Istog	4.50
7	Klina	4.50
7	Prizren	4.50
7	Vitia	4.50
8	Junik	3.00
8	Ranillug	3.00
8	Zubin Potok	3.00
8	Zvecan	3.00
9	Klllokot	0.00
9	Leposavic	0.00
9	North Mitrovica	0.00
9	Novo Brdo	0.00
9	Partes	0.00

The indicators with the lowest performance were:

1. "Are there any online tools that enable the public to submit and track their complaints/concerns/questions?" with 16% where only six out of 38 municipalities possess such instruments (Dragash, Drenas, Gjakova, Lipjan, South Mitrovica and Prishtina).
2. "Are the draft agendas of the mayor for public consultation published?", with 5% where only the municipalities of South Mitrovica and Rahovec publish them, and:
3. "Is the draft budget for public consultation published?" with 42% where only 8 municipalities publish draft budgets for consultation on their websites, 16 municipalities publish the draft budget through a call for public participation in budget hearings but not on their websites, and 14 out of 38 municipalities do not publish fare draft budgets for public consultation.

The average level
of transparency
in public
participation is

43%.



COLUMN V:

GRANTS AND SUBSIDIES

Grants and funding are additional activities through which municipalities spend the municipal budget.

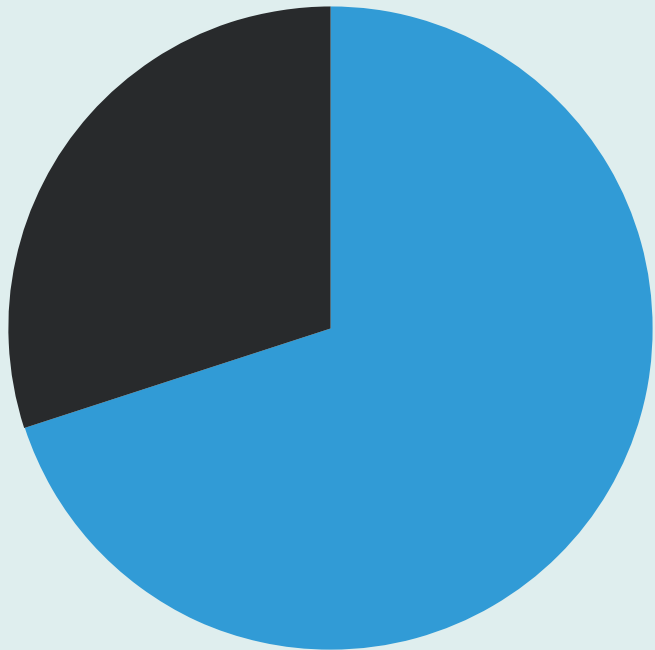
To measure transparency in grants and funding, KDI used the following indicators:

1. Can the public participate in all hearings where grants are discussed or decided?
2. Are the rules governing potential conflicts of interest between the evaluating members of grants available on the official website?
3. Are specific criteria for awarding grants available on the municipality's website?
4. Are the grant award/rejection decisions available on the official website?
5. Is there the archive of decisions for awarding/refusing the grant for the last two years on the official website?
6. Have the evaluation reports for the award of grants been published on the website?
7. Is there information available on the municipality's website about subsidies allocated by the municipality?
8. How much money has the municipality allocated for subsidies for this year?
9. Has the annual report for the previous year on the subsidies given been published on the website?
10. Are the grant awarding regulations published on the website?

#	Municipality	Score
1	Ferizaj	10.00
2	Dragash	8.89
2	Gjakova	8.89
2	Hani i Elezit	8.89
2	Kacanik	8.89
2	Kamenica	8.89
2	Lipjan	8.89
2	Malisheva	8.89
2	Mitrovica	8.89
2	Obiliq	8.89
2	Peja	8.89
2	Podujeva	8.89
2	Prishtina	8.89
2	Prizren	8.89
2	Rahovec	8.89
2	Shtime	8.89
2	Skenderaj	8.89
2	Vitia	8.89
2	Vushtrri	8.89
3	Drenas	7.78
3	Fushe Kosova	7.78
3	Gjilan	7.78
3	Junik	7.78
4	Decan	6.67
4	Istog	6.67
4	Klina	6.67
4	Klllokot	6.67
4	Suhareka	6.67
5	Mamusha	4.44
6	Gracanica	3.33
6	Novo Brdo	3.33
6	Strpce	3.33
7	Partes	2.22
7	Ranillug	2.22
8	Leposavic	0.00
8	North Mitrovica	0.00
8	Zubin Potok	0.00
8	Zvecan	0.00

The average level of transparency in grants and funding is 69%.

The measurement found that out of 38 municipalities, the Municipality of Ferizaj is the only one that had published the evaluation reports for awarding grants on the website.



COLUMN VI:

PROFESSIONAL ETHICS AND CONFLICT OF INTEREST

Integrity is one of the key elements in managing public finances. Regarding the measurement of mechanisms to support integrity and the fight against corruption, mismanagement, conflict of interest and abuse of official power, KDI used the following indicators to measure the mechanisms of good governance in municipalities.

1. Does the municipality have a code of ethics?
2. Has the Integrity Plan been published on the website?
3. Is there an instrument for reporting unethical behaviour, discrimination or conflict of interest and has it appointed the responsible official in accordance with the law on the protection of whistleblowers?
4. Are political affiliations or memberships in political parties published for members of the assembly on the municipality's website?

The maximum score set in this column is eight, while the minimum score is zero. The table on the right shows the ranking of municipalities in this column.

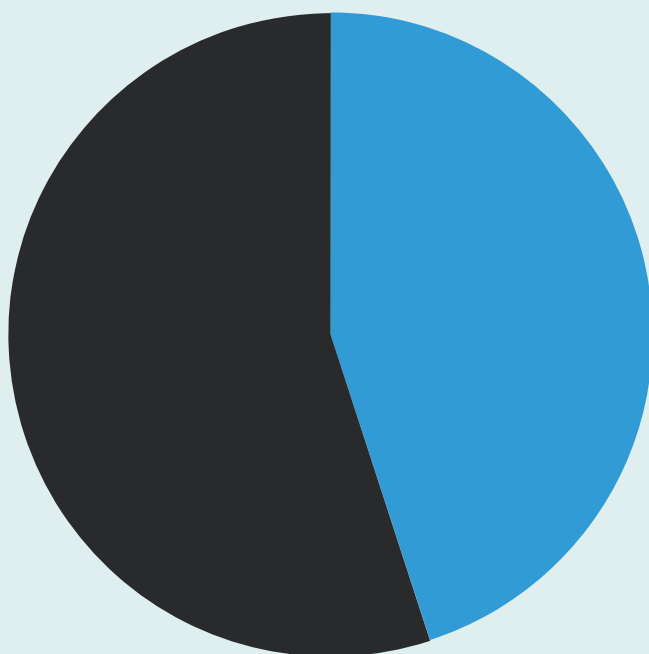
The average level of transparency in professional ethics and conflict of interest is 45%.

#	Komuna	Pikët
1	Kaçanik	10.00
1	Lipjan	10.00
2	Drenas	8.00
2	Ferizaj	8.00
2	Gjakovë	8.00
2	Rahovec	8.00
2	Vushtrri	8.00
3	Deçan	6.00
3	Gjilan	6.00
3	Hani i Elezit	6.00
3	Istog	6.00
3	Junik	6.00
3	Klinë	6.00
3	Pejë	6.00
3	Podujevë	6.00
3	Prishtinë	6.00
3	Prizren	6.00
3	Shtërpçë	6.00
3	Shtime	6.00
3	Skenderaj	6.00
3	Suharekë	6.00
4	Graçanicë	4.00
4	Malishevë	4.00
4	Mitrovicë	4.00
4	Obiliq	4.00
5	Kamenicë	2.00
5	Klllokot	2.00
5	Mamushë	2.00
5	Partesh	2.00
5	Viti	2.00
6	Dragash	0.00
6	Fushë Kosovë	0.00
6	Leposaviq	0.00
6	Mitrovicë e Veriut	0.00
6	Novo Bërdë	0.00
6	Ranillug	0.00
6	Zubin Potok	0.00
6	Zvecan	0.00

1. "Are the mayor's property declarations available on the official website of the municipality?" with 13% where only five municipalities (Ferizaj, Kacanik, Lipjan, Prishtina and Rahovec) publish the mayor's wealth declarations on their website. and

While 24 municipalities have specific instruments for reporting unethical behaviour, based on information received from municipalities, during 2021 there were 4 cases of alerting at the municipal level.

45%



COLUMN VII:

MUNICIPAL PROPERTY MANAGEMENT AND AUCTIONS

Regarding the measurement of mechanisms for municipal property management, KDI used the following indicators to measure the mechanisms of good governance in municipalities.

1. Are property management regulations available on the official website?
2. Number of auction announcements on the municipality's website;
3. Number of auction announcements on the PPRC website; The maximum score set in this column is eight, while the minimum score is zero. The table on the right shows the ranking of municipalities in this column.

The maximum score set in this column is 10, while the minimum score is zero. The table on the right shows the ranking of municipalities in this column.

The average level of transparency in the management of municipal property and auctions is 67%.

The index shows that the number of public auctions continues to be small. Items sold through auctions have no high monetary value; however, the publication of these activities on the websites of municipalities is a legal requirement of Law no. 04/L-144 on Allocation for Use and Exchange of Immovable Property of the Municipality.

Furthermore, the procedures for public auction announcements and awarding are regulated through secondary public procurement legislation, and for this reason, their publication on the PPRC website is required.

This contradiction between the two laws mentioned above has led to 64 auctions being published on the websites of municipalities against only 10 such calls in e-Procurement (PPRC).

#	Municipality	Score
1	Drenas	10.00
1	Ferizaj	10.00
1	Fushe Kosova	10.00
1	Gjakova	10.00
1	Gjilan	10.00
1	Junik	10.00
1	Kacanik	10.00
1	Kamenica	10.00
1	Lipjan	10.00
1	Mitrovica	10.00
1	Peja	10.00
1	Podujeva	10.00
1	Prishtina	10.00
1	Prizren	10.00
1	Rahovec	10.00
1	Shtime	10.00
1	Skenderaj	10.00
1	Suhareka	10.00
1	Vitia	10.00
1	Vushtrri	10.00
2	Decan	5.00
2	Dragash	5.00
2	Gracanica	5.00
2	Hani i Elezit	5.00
2	Istog	5.00
2	Klina	5.00
2	Klllokot	5.00
2	Mamusha	5.00
2	Novo Brdo	5.00
2	Obiliq	5.00
2	Strpce	5.00
3	Leposavic	0.00
3	Malisheva	0.00
3	North Mitrovica	0.00
3	Partes	0.00
3	Ranillug	0.00
3	Zubin Potok	0.00
3	Zvecan	0.00

COLUMN VIII:

MUNICIPAL ENTERPRISES AND ORGANIZATIONS

Although only 16 municipalities have shares in municipal or regional enterprises, Kosovo citizens in all cities face the services provided by these companies on a daily basis (water supply, maintenance, transport, etc.). Meanwhile, in municipalities which have shares in municipal enterprises, they also have a financial impact by contributing to the municipal coffers, or making financial burden in case of low collections. To measure transparency in this public policy, KDI used the following indicators:

1. Is the basic legislation on the organization, functioning and functions of public enterprises and dependent institutions published on the municipal website?
2. Is the organizational scheme for the involvement of public enterprises and dependent institutions published on the website of the municipality?
3. Are the annual financial reports of all public enterprises published on the municipality's website available?
4. Are the individual websites of the organizations related to the municipality (budget/subsidiary organizations, non-profit firms with the majority of shares in the region) linked to the official website of the municipality or do they have their section on the website of the municipality?
5. Number of companies with municipal investments
6. Are biographies of department heads available on the municipality's website, including information on:
 - education
 - previous employment

#	Municipality	Score
1	Prishtina	6.25
1	Rahovec	6.25
1	Mitrovica	5.00
1	Peja	5.00
1	Ferizaj	3.75
1	Dragash	2.50
1	Gjakova	2.50
1	Gjilan	2.50
1	Hani i Elezit	2.50
1	Kacanik	2.50
1	Kamenica	2.50
1	Klina	2.50
1	Malisheva	2.50
1	Podujeva	2.50
1	Prizren	2.50
1	Decan	1.88
1	Drenas	1.88
1	Fushe Kosova	1.88
1	Istog	1.88
1	Mamusha	1.88
2	Novo Brdo	1.88
2	Shtime	1.88
2	Skenderaj	1.88
2	Suhareka	1.88
2	Gracanica	1.25
2	Junik	1.25
2	Klllokot	1.25
2	Lipjan	1.25
2	Obiliq	1.25
2	Partes	1.25
2	Ranillug	1.25
3	Strpce	1.25
3	Vitia	1.25
3	Vushtrri	1.25
3	Leposavic	0.00
3	North Mitrovica	0.00
3	Zubin Potok	0.00
3	Zvecan	0.00

|||||

7. Are biographies of the board of directors of public utility companies available on the municipality's website including information on education?

8. Has the municipality provided information regarding MED budgets for schools within its jurisdiction?

The index shows that municipal transparency in municipal enterprises and organizations is quite low, with an average of only 24% of the eight indicators mentioned above.

Out of 38 municipalities, only five publish the basic legislation on the organization, functioning and functions of public enterprises (Ferizaj, South Mitrovica, Peja, Prishtina and Rahovec).

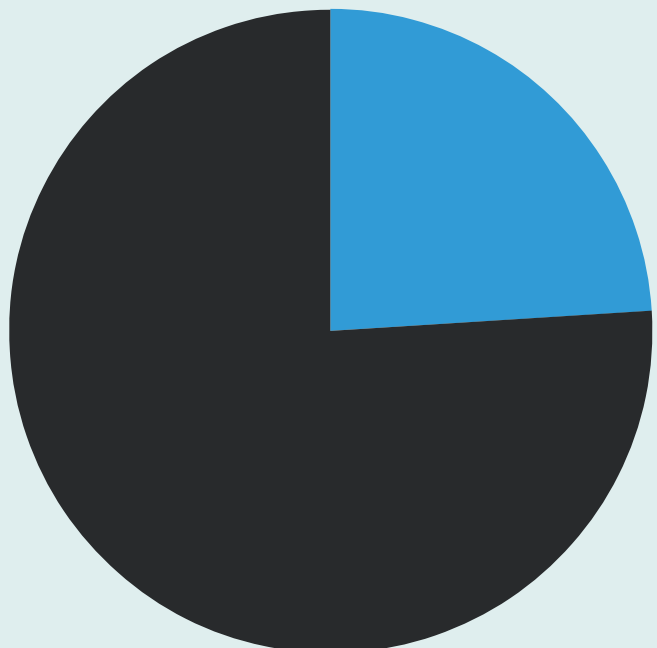
Four of the 38 municipalities publish the organizational scheme for the inclusion of public enterprises and dependent institutions (South Mitrovica, Peja, Prishtina and Rahovec).

While only the Municipality of Ferizaj partially publishes the financial reports of public enterprises, the Municipality of Prishtina is the only one that links the individual websites of the enterprises with the website of the municipality, while no municipality has published the biographies of the board of directors of enterprises and municipal public organizations on the municipality's website including information on education.

The index shows that municipal transparency in municipal enterprises and organizations is quite low, with an average of only

24%

of the eight indicators mentioned above.



RECOMMENDATIONS

Public procurement at the municipal level (61% out of 100%):

- Municipalities must publish the procurement plan, the annual procurement report for the previous year, tender notices as well as contract award notices.
- Except when it is not possible, we recommend that municipalities publish documents in legible formats (Word, Excel, Cvs, PDF machine readable)
- Furthermore, we recommend that all municipalities publish their contract notices and contract award notices, signed contracts as well as PRB decisions.

Budgeting and public finances (69% out of 100%):

- We recommend that all municipalities publish the budget, budget changes, investment plan, quarterly expenditure reports, summary report on the municipal budget for the previous fiscal year, medium-term budget framework, audit report and annual report on subsidies on the website of the municipality. The publication of these reports should be done in readable formats (Word, Excel, Cvs, PDF machine readable)

Access to documents and public information (69% out of 100%):

- We recommend that all municipalities inform the public about what is considered protected data and information, in order to reduce the number of denials of requests for access to public documents and information.

- We recommend that municipalities develop and publish an official municipal newspaper, through which they briefly and illustratively inform citizens about municipal plans and developments at regular intervals.

Public participation (43% out of 100%):

- We recommend that municipalities publish the draft budget and draft agendas and decisions of the mayor for public consultation.
- We also recommend that all municipalities update the information regarding the relevant staff and provide contacts and mechanisms that enable citizens to submit their requests electronically.
- As a good governance practice, in order to further increase the transparency and accountability of locally elected officials, we strongly recommend that, although not part of this 2021 assessment, municipalities should also publish semi-annual and annual reports of the mayor, and annual municipal plans.

Grants and funding (69% out of 100%):

- In this pillar, we recommend that municipalities start publishing complete information (evaluation committee reports) regarding decisions on awarding grants and subsidies supported by municipalities.

Professional ethics and conflict of interest (45% out of 100%):

- a responsible or liaison position between the municipality and the enterprise or public organization as well as the annual financial reports of public enterprises and organizations.

- We also recommend that municipalities put on their websites the links of enterprises and public organizations that operate in their municipalities to prevent citizens from accessing information about the plans and activities of these enterprises,
- We recommend that municipalities ensure that companies or organizations who are shareholders publish the biographies of board members, as well as the publication of biographies of municipal leaders including information on their education and previous work experience.

- We recommend that municipalities publish the available property management regulations on the official website.

- We recommend that all municipalities whose citizens benefit from services of municipal or regional public enterprises, to publish on their websites the legislation governing the organization, functioning and functions of public enterprises, the organizational scheme where citizens can be given

RECOMMENDATIONS FOR CENTRAL LEVEL GOVERNANCE

- The Ministry of Local Government Administration should develop Standard Operating Procedures for populating municipal websites, which should also include standard guidelines for naming files.
- Ministry of Local Government Administration, in cooperation with the Information Society Agency to update the websites of municipalities in accordance with the possibilities and requirements of modern technology and standards for data placement, including the establishment of API for all municipalities of Kosovo.
- The Ministry of Local Government Administration, in cooperation with the Public Procurement Regulatory Commission, to work on the continuation and finalization of the automatic population of notices related to public procurement on the websites of municipalities by being fed with information from the e-Procurement platform automatically.
- The Government of Kosovo to eliminate legal contradictions regarding the publication of calls and decisions for public auctions.

Cataloguing in Publication - (KnP)
National and University Library of Kosovo



KDI is a Non-Governmental Organization (NGO) committed to supporting the development of democracy by involving citizens in public policy-making and strengthening the civil society sector, in order to influence the increase of transparency and accountability of public institutions.

For more information about KDI, please visit www.kdi-kosova.org

This project is funded by
SlovakAid - Official Development Assistance of the Slovak Republic

