



*Duke Mbështetur Qeverisjen e Mirë dhe Qytetarinë Aktive  
Supporting Good Governance and Active Citizenry*

# Transparency Index IV

Policy brief: Assessment of Transparency of Central, Local Institutions and Public Enterprises in Kosovo for 2012

**B | T | D** The Balkan Trust  
for Democracy

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## **ABOUT FOL**

Movement FOL is engaged in empowering citizens' influence in decision making for responsible and effective governance. FOL is deeply committed in working to improve and achieve higher levels of representation of citizens in public life. FOL works for good governance, democratic principles, for responsible, transparent and accountable institutions, as well as effective law enforcement. The expenditure of public funds, conflict of interest, negligence, institutional responsibility and access to official information are the core components of FOL's engagement. In fulfilling these objectives, FOL aims to fight the apathy and indifference of citizens and make them an active part of the society, FOL is always willing to oppose the abuse, misuse, corruption and other shortcomings of the government.

## I. Introduction

### Executive summary

This study of public policies is the third that focuses solely on central institutions and Public Enterprises (PE), it covers the period of January to December 2012. Like the two previous assessments, this report assesses the transparency of these two bodies of public institutions operating in Kosovo. This report is further based on the same methodology and research structure as the previous report and provides a comparative review that shows the progress made by institutions and public enterprises in regards to communication and public information. This assessment focuses on the extent to which institutions and public enterprises have developed their formal structures and capacities to ensure full and effective implementation of constitutional and legal provisions that guarantee the right of citizens to access public documents, in order to strengthen the transparency and accountability to the public.

This report summarizes the findings regarding the relevant issues of the three main dimensions of building institutions in this 'horizontal' area of public policies, respectively the regulatory infrastructure, policies (i.e. the implementation of this regulative within the certain deadlines and in particular context of the scope of each institution and public enterprise) and capacities for effective implementation of the regulatory framework and policies. Unlike the previous reports, despite quantitative data that show the results of the assessment (presented in details in Appendix 1), this report contains more qualitative data. The aim is to present in detail, the situation within each institution and PE involved in evaluation regarding communication and public information. The aim is also to identify more detailed and comprehensive concrete shortcomings that should be addressed in order to improve the current situation in this policy area.

As can be read below, during 2012, all institutions and PE that responded to the request to be included in the next assessment and have been included in the previous assessment or made improvement or maintained the same ranking level. The results from the assessment of all central institutions and PEs included in this report, have shown an Institutional Transparency Index (ITI) with aggregate value of 50.81, which means that, in general, during 2012, central institutions and PE have been closed. The following table presents the ranking of all institutions and PE that are included in the assessment for 2012, according to Institutional Transparency Index (ITI) for 2011 and 2012.

**Index: Transparency of Institutions and Public Enterprises (ranking for 2011 and 2012 - Comparative overview):**

| Nr. | Institution/public enterprise                         | Index      |           | Trend |
|-----|---|------------|-----------|-------|
|     |   | 2011       | 2012      |       |
| 1   | Kosovo Custom (KC)                                    | 93 (NTO)   | 93 (NTO)  | ▬     |
| 2   | Ministry of Health (MH)                               | 55 (PNO)   | 73 (HO)   | ▲     |
| 3   | Ministry of Justice (MJ)                              | 29.5 (C)   | 67 (HO)   | ▲     |
| 4   | Ministry of Local Government Administration (MLGA)    | 55 (C)     | 61 (PNO)  | ▲     |
| 5   | Kosovo Police (KP)                                    | 55.5 (PNO) | 57 (PO)   | ▲     |
| 6   | Assembly of the Republic of Kosovo                    | 50.5 (C)   | 55.5 (PO) | ▲     |
| 7   | Anti-Corruption Agency (ACA)                          | 48 (C)     | 53 (C)    | ▲     |
| 8   | Ministry of European Integration (MEI)                | 48 (C)     | 51 (C)    | ▲     |
| 9   | Kosovo Judicial Council (KJC)                         | 45.5 (C)   | 49 (C)    | ▲     |
| 10  | Ministry of Communities and Return (MCR)              | 24 (C)     | 48 (C)    | ▲     |
| 11  | Ministry of Finances (MF)*                            | N/A        | 47 (C)    |       |
| 12  | Post and Telecom of Kosovo (PTK)                      | 42.5 (C)   | 47 (C)    | ▲     |
| 13  | Ministry of Kosovo Security Force (MKSF)*             | N/A        | 44 (C)    |       |
| 14  | Institution of Ombudsman (IO)                         | 39 (C)     | 42 (C)    | ▲     |
| 15  | Ministry of Economic Development (MED)                | 24.5 (C)   | 41 (C)    | ▲     |
| 16  | Office of the Prime Minister (OPM)                    | 42.5 (C)   | 39 (C)    | ▲     |
| 17  | Ministry of Diaspora (MD)*                            |            | 37 (C)    |       |
| 18  | Ministry of Education, Science and Technology (MEST)* |            | 35 (C)    |       |
| 19  | Ministry of Labour and Social Welfare (MLSW)*         |            | 26 (C)    |       |

\* Institutions and Public Enterprises that the trend is not shown for (since these institutions were not included in the assessment the previous year)






## 1. The Purpose and methodology of the study

This study aims to assess the performance of public institutions and public enterprises in the implementation of the Law on Access to Public Documents and other aspects of communication and public information during January to December 2012. Like the previous assessment, this one is based on collecting data from each institution and their further assessment based on indicators preliminary designed. Therefore, based on the developed indicators, included in a structured questionnaire, the data within each responses received are evaluated by the Institutional Transparency Index (ITI).

**Assessment Indicators** cover these specific issues: legal and regulatory framework for communications and public information; policy framework for communications and public information, the institutional /organizational framework for communication and public information; institutional capacities (human, financial and technical) for applications in the field of communication and public information, and practical implementation issues.<sup>1</sup>

**Collection of the data** is conducted through a questionnaire consisting of 25 components: 24 questions and a table. The intention has been to collect quantitative and qualitative information on each issue through the questionnaire. The questionnaires have been sent to the Secretary General of Parliament and representative and central executive Institutions, i.e. to the Chiefs Executive and / or directors of independent institutions, executive agencies and public enterprises. Therefore, these officials, as the highest managerial officials of these institutions, are responsible for all the findings shown in this report. At the introduction of each questionnaire, the respondents are instructed in detail on how to complete the questionnaire and the type of information required, including what officials (the latter are specified based on the areas of responsibility) within their structures should be consulted in order to obtain comprehensive and accurate information. The data has been collected from late May to late August 2010.

After the completion of the questionnaires, we have assessed the transparency of institutions and PEs, in accordance with indicators as shown above. Depending on the amount and quality of the information provided in the questionnaires and submitted documents as part of responses; each component of the questionnaire has been assessed from 0 to 4 points. The points show the Institutional Transparency Index (ITI), expressed in numbers, which reflects the percentage of points, textual label and code, and color, in accordance with (SPTI). The final ranking of each institution and PEs is done as shown in the following table.

|   |   |
|---|---|
| 1. <b>'Closed (C):</b> 0% – 54% from 100%, marked in red        |  |
| 2. <b>'Partly open (PO):</b> 55% – 66%, marked in orange;       |  |
| 3. <b>'Half open (HO):</b> 67% – 80%, marked in yellow;         |  |
| 4. <b>'Not totally open (NTO):</b> 81 – 93%, marked in gray 50% |  |
| 5. <b>'Totally open (TO):</b> 94% – 100%, marked in green.      |  |

Although the questionnaire for this assessment has been sent to 33 central institutions and NP2, only 19 central institutions and public enterprises responded to the request to be included in the this assessment. The questionnaire was sent to them in January 2013 and they were asked to respond by the end of March 2013.

<sup>1</sup> For a detailed description of each component, see previous report, available at <http://levizjafol.org/al/publikimet/sub/transparencia>

<sup>2</sup> Institutions and PE contacted are: Presidency of the Republic of Kosovo, the Assembly of Kosovo, the Prime Minister's Office, Ministry of Public Administration, Ministry of Local Government Administration, Ministry of Education, Science and Technology, Ministry of Agriculture, Forestry and Rural Development, Ministry of Diaspora, Ministry of Justice, Ministry of Finances, Ministry of Economic Development, Ministry of European Integration, Ministry of Kosovo Security Force, Ministry for Communities and Returns, Ministry of Culture, Youth and Sports, Ministry of environment and Spatial Planning, Ministry of Labour and Social Welfare, Ministry of Internal Affairs, Ministry of Foreign Affairs, Ministry of Health, Ministry of Infrastructure, Ministry of Trade and Industry, State Prosecution, Customs Service, Kosovo Police, Anti-Corruption Agency, Kosovo Privatisation Agency, Kosovo Judicial Council, Ombudsman institution, Central Election Commission, Kosovo Energy Corporation, Prishtina International Airport, and the Post and Telecom of Kosovo.

## 2. Constitutional and legal provisions for public documents access

Article 41 of the Constitution of the Republic of Kosovo states that; "Every person has the right of access to official documents." Furthermore, it states that; "The documents of public institutions and state bodies are public, except the information that is limited by the law due to privacy, trade business secrets or security classification."<sup>3</sup> Through this, the Constitution provides rights and obligations. Therefore, it gives the citizens the right to free and unrestricted access to the documents of public institutions and PEs, both at central and local levels. It also obliges the public institutions and PE to create mechanisms and supporting infrastructure and act appropriately to ensure the fulfilment of this right, starting from the definition of their specific obligations in accordance with implementing legislation, which should then be reflected and implemented within the framework of the policies of each institution and PE. However, the Constitution defines that this right may be limited in cases where the access to information containing certain documents violates privacy, or when this information is about business secrets or it should be classified for reasons of public security. Furthermore, it determines that these restrictions should be defined in more details by law. This law is the Law on Access to Public Documents.

Besides the Constitution, the Law no. 03/L-215 on Access to Public Documents (LAPD) states that its aim is to "[...] guarantee the right to every individual or legal entity, without discrimination on any grounds, to access, upon request, the documents held, drafted or submitted by public institutions."<sup>4</sup> This law defines the principles, conditions and restrictions regarding access to public documents, and rules for a more straightforward application of this right. Without going into further details on the methods and procedures of access to public documents, in accordance with the constitutional obligation to guarantee this right to citizens, it is of importance that these obligations are effectively implemented by institutions and public enterprises. Further, it is important that institutions are able to offer the necessary legal and institutional infrastructure, as well as possessing the necessary capacities to fulfill their duties.

Regarding sublegal acts for its implementation, this law obliges the Government that within three months after it has become applicable to draft sublegal act for its implementation<sup>5</sup>, but however, it does not specify neither the scope the number of these acts. Implementing legal basis should specifically define the structures, resources and respective specific responsibilities in each institution / public enterprise for communications and public information, as well as mechanisms and implementing measures to achieve this, including the issue of classification and selection of sensitive public documents from public documents that can be accessible. In order to meet the obligations within relevant structures and implementation mechanisms, each institution / public enterprises needs to establish a certain technical and regulatory infrastructure: that reflects the resources and obligations within their organizational structure, the existence of the Terms of Reference (TOR) and Job Descriptions (JD), which specifically define the responsibilities of the institutional / organizational structure for communication and public information and specific tasks of the relevant staff.

In addition, the effective implementation of a legal and regulatory framework requires the existence of internal monitoring standards, reporting and evaluation of their performance, allocation of resources (human, financial and technical) for functioning of the internal structures, including the implementation of policy documents and relevant work plans. Regarding policy documents and work plans for implementation of these constitutional and legal obligations, the component of communication and public information should be reflected in all policy documents, which should contain specific objectives and activities to realize them within certain deadlines. Finally, the existence of good administrative practices is crucial in order to create and develop a culture within

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<sup>3</sup> *Constitution of the Republic of Kosovo*, Article 41, available at [http://www.assembly-kosova.org/common/docs/Kushtetuta\\_sh.pdf](http://www.assembly-kosova.org/common/docs/Kushtetuta_sh.pdf)

<sup>4</sup> *Law on Access to Public Documents*, article 1, available at <http://www.kuvendikosoves.org/common/docs/ligjet/2010-215-alb.pdf>

<sup>5</sup> *Ibid*, article 26, paragraph 1 and 2



each institution / public enterprise that promotes regular communication, with the involvement of media and civil society organizations in their daily work, in particular in the drafting, monitoring and evaluation of implementation of the relevant legal frameworks and policies.

## I. Summary of the findings

| COMPONENTS  | K1 | K2 | K3 | K4 | K5 | K6 | K7 | K8 | K9 | K10 | K11 | K12 | K13 | K14 | K15 | K16 | K17 | K18 | K19 | K20 | K21 | K22 | K23 | K24 | K25 | ITI, CODE AND COLOURS |  |
|---|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----------------------|--|
| KC  | 4  | 4  | 4  | 4  | 3  | 4  | 4  | 4  | 4  | 4   | 4   | 3   | 4   | 4   | 4   | 4   | 4   | 3   | 3   | 3   | 3   | 4   | 4   | 3   | 4   | 93 (JPH)              |  |
| MH  | 4  | 2  | 3  | 2  | 2  | 3  | 2  | 2  | 3  | 2   | 3   | 2   | 3   | 3   | 4   | 4   | 4   | 4   | 4   | 2   | 2   | 4   | 4   | 2   | 3   | 73 (HO)               |  |
| MJ  | 4  | 2  | 3  | 2  | 2  | 3  | 2  | 2  | 3  | 2   | 2   | 2   | 1   | 1   | 4   | 4   | 3   | 4   | 2   | 1   | 4   | 4   | 3   | 4   | 3   | 67 (HO)               |  |
| MLGA  | 4  | 3  | 3  | 2  | 1  | 2  | 3  | 3  | 2  | 3   | 2   | 2   | 1   | 2   | 2   | 4   | 3   | 2   | 2   | 2   | 1   | 4   | 3   | 4   | 1   | 61 (PO)               |  |
| KP  | 3  | 2  | 2  | 2  | 2  | 2  | 2  | 2  | 2  | 2   | 3   | 2   | 1   | 2   | 4   | 4   | 2   | 2   | 2   | 2   | 1   | 4   | 2   | 2   | 3   | 57 (PO)               |  |
| ASSEMBLY  | 4  | 2  | 3  | 2  | 2  | 3  | 2  | 2  | 1  | 1   | 2   | 1   | 1   | 1   | 4   | 4   | 4   | 2   | 1   | 1   | 1   | 4   | 0   | 4   | 3.5 | 55.5 (PO)             |  |
| ACA   | 4  | 2  | 2  | 3  | 2  | 2  | 2  | 2  | 1  | 1   | 1   | 1   | 1   | 1   | 3   | 3   | 2   | 4   | 2   | 2   | 0   | 4   | 3   | 3   | 2   | 53 (C)                |  |
| MEI   | 3  | 3  | 3  | 2  | 2  | 3  | 1  | 1  | 2  | 2   | 2   | 2   | 2   | 2   | 2   | 4   | 2   | 0   | 2   | 0   | 0   | 4   | 2   | 2   | 3   | 51 (C)                |  |
| KJC   | 2  | 1  | 2  | 2  | 2  | 2  | 1  | 1  | 1  | 1   | 2   | 3   | 2   | 1   | 4   | 4   | 3   | 4   | 2   | 2   | 2   | 4   | 0   | 0   | 1   | 49 (C)                |  |
| MCR   | 2  | 2  | 2  | 2  | 2  | 2  | 2  | 2  | 2  | 2   | 1   | 1   | 1   | 1   | 4   | 2   | 1   | 2   | 2   | 2   | 2   | 4   | 1   | 2   | 2   | 48 (C)                |  |
| MF  | 4  | 2  | 4  | 2  | 2  | 1  | 2  | 2  | 2  | 2   | 2   | 2   | 0   | 1   | 2   | 4   | 2   | 3   | 1   | 1   | 1   | 4   | 1   | 0   | 0   | 47 (C)                |  |
| PTK   | 2  | 2  | 3  | 1  | 2  | 3  | 2  | 2  | 2  | 1   | 0   | 1   | 0   | 1   | 2   | 4   | 2   | 4   | 2   | 2   | 1   | 4   | 1   | 0   | 3   | 47 (C)                |  |
| MKSF  | 2  | 2  | 1  | 2  | 2  | 1  | 1  | 1  | 2  | 2   | 1   | 0   | 0   | 2   | 4   | 3   | 2   | 2   | 2   | 2   | 2   | 4   | 2   | 0   | 2   | 44 (C)                |  |
| IO  | 3  | 2  | 0  | 0  | 2  | 2  | 2  | 2  | 1  | 2   | 3   | 2   | 2   | 1   | 4   | 4   | 2   | 0   | 0   | 0   | 0   | 4   | 1   | 2   | 2   | 42 (C)                |  |
| MED   | 2  | 2  | 2  | 2  | 2  | 1  | 1  | 1  | 2  | 2   | 1   | 0   | 0   | 1   | 4   | 3   | 1   | 2   | 2   | 2   | 1   | 4   | 1   | 0   | 2   | 41 (C)                |  |
| OPM   | 4  | 1  | 1  | 2  | 1  | 2  | 1  | 1  | 1  | 1   | 1   | 1   | 1   | 1   | 2   | 1   | 4   | 2   | 2   | 1   | 1   | 3   | 1   | 3   | 0   | 39 (C)                |  |
| MD  | 4  | 3  | 1  | 2  | 2  | 2  | 2  | 2  | 0  | 1   | 1   | 0   | 0   | 1   | 2   | 2   | 1   | 1   | 2   | 2   | 0   | 3   | 3   | 0   | 0   | 37 (C)                |  |
| MEST  | 1  | 2  | 0  | 0  | 0  | 1  | 2  | 1  | 2  | 4   | 2   | 1   | 0   | 1   | 1   | 1   | 2   | 3   | 0   | 0   | 1   | 4   | 4   | 1   | 1   | 35 (C)                |  |
| MLSW  | 2  | 1  | 0  | 0  | 0  | 1  | 1  | 1  | 1  | 1   | 1   | 1   | 0   | 0   | 2   | 2   | 0   | 2   | 3   | 0   | 0   | 4   | 1   | 0   | 2   | 26 (C)                |  |
| <b>INSTITUTIONAL TRANSPARENCY INDEX (AGGREGATE) : 50.81 (c)</b> |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |                       |  |

## **II. Findings for each institution and public enterprises**

### **Representative Institutions**

Of the representatives of the institutions contacted Parliament of the Republic of Kosovo and Office of the President of the Republic of Kosovo, only the Parliament of the Republic of Kosovo has responded to the request for information for the purpose of this assessment

#### **1. Assembly of the Republic of Kosovo**

In order to implement the constitutional provisions that guarantees the right of citizens to access public documents, except LAPD, the Assembly of Kosovo also implements the Regulation on Organization and Responsibilities of Assembly Administration, which defines the responsibilities of the Department for Media and Public Relations (DMPR). Further, the Regulation on Order and Access of Media and Public on Kosovo Assembly Work (Rule 1) obliges the Parliament to be transparent in its work and to ensure citizens' have access to public documents, but among the data provided for the purpose of this assessment, it is not clear exactly what structures, resources and specific obligations they provide in order to ensure the implementation of these provisions.

Regarding the enforcement mechanisms and measures, the latest regulation requires the DMPR to facilitate the public access in Assembly's work and its transparency, but it is not clear how and by what procedures. Other mechanisms available in this institution are press releases and other information required by interested parties, however, it is not entirely clear in what way these mechanisms operate (including accountability) and further which current capacities exist for its implementation. Further, except the provisions of the Law on Classification of Official Documents, according to the data provided, this institution does not have any implementing provisions that regulate the classification and selection of sensitive public documents, nor clear mechanisms of implementing measures. Regarding the use of official languages and those in use, except the relevant provisions of the Law on Use of Languages and Regulation of the Assembly, it is not clear what measures and enforcement mechanisms there are within the Assembly. Regarding the internal structures, the content of provisions of the Regulation on Organization and Administration Responsibilities of the Assembly about the responsibilities of DMPR and its position in the institution's organogram, is clear, but it is not obvious how it functions as part of the overall structure. Similar is the situation regarding the Terms of Reference of this department and Job Descriptions (JD) of its staff (total 8), thus, there are formal provisions, but they are not known for the enforcement mechanisms and measures.

Regarding the internal reporting and monitoring standards and work evaluation of the DMPR officials of the Assembly and mechanisms and measures for implementation of these standards, it is known that there is a reporting and performance evaluation every year, but it is not clear what standards are set and how they are applied. Regarding the resources allocated to DMPR during the period covered by this evaluation, except the number of staff, it is not clear what amount of other types of resources allocated to this department, nor any

approximate amount planned for the coming year. The same is true about the resources allocated for the implementation of policy and planning documents for communication and public information. When dealing with strategic and planning documents for communication and public information and mechanisms for monitoring and regular reporting of their implementation, the Assembly has a strategy for information and public relations, but it is not entirely clear what objectives it contains and what the measures and mechanisms for monitoring, reporting and evaluation of their implementations are. The same is true regarding activities, whether in the context of this strategy, or the annual plan of the Assembly.

Further, during the period covered by this evaluation, the Assembly had regular communication with about 50 media groups (local and international) and 65 civil society organizations, with the media in focus on informing citizens about the performance of the Assembly, while with the CSOs mainly focused on monitoring and access to its documents. Regarding the communication and cooperation with non-governmental groups in drafting, implementing and monitoring the implementation of legislative and policy documents, there is no data on non-governmental groups that might have been involved. Parliament has published on its website ([www.kuvendikosoves.org](http://www.kuvendikosoves.org)) all laws and other important documents (including reports of plenary sessions and commission meetings). This institution has also taken additional activities for public information and relations, such as 'open days', newsletter publication and various brochures, different groups visitations, production of a documentary show, and so on. Finally, the Assembly has published the list of the officials responsible for communications and public information (eight), with significant qualifications and experience and relevant to their work and who have attended training 1 to 4 weeks

Based on the information provided for the purposes of this assessment, the **Assembly of Republic of Kosovo**, with **Institutional Transparency Index (ITI) of 55.5**, shows that in 2012 has been a **partially open** institution.

## Central Executive Institutions

Only twelve (12) central executive institutions have provided information for the assessment of this year: Office of the Prime Minister, Ministry of Local Government Administration, Ministry of Education, Science and Technology, Ministry of Diaspora, Ministry of Justice, Ministry of Finances, Ministry of Kosovo Security Force, Ministry of European Integration, Ministry of Communities and return, Ministry of Labour and Social Welfare, Ministry of Health and Ministry of Economic Development.

To sum up, based on the information provided for the purposes of this assessment, the **12 central executive institutions** included in the assessment of this year, with an average of Institutional Transparency Index (ITI) of **47.42**, show that in 2012 they have been closed institutions.

### 2. Office of the Prime Minister (OPM)

In order to implement the constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, the Prime Minister's Office also enforces the Work Regulation of the Government of the Republic of Kosovo, Regulation on Government Communication Service with Public and Regulation on Official Evidence of the Requests for Access to Public Documents. Work Regulation provides that the Prime Minister and Deputy Prime Ministers are responsible to ensure that the public is informed about the work and decisions of the Government, and the Government's Spokesman and Public Communications Office (PCO) within the Prime Minister's Office facilitate them to hold on these responsibilities. However, except the provisions which define the procedures for submitting and recording the requests for access to public documents and a generalized reference ("[...] the establishment and operation of a coherent and coordinated system to communicate with public the policies and activities of public institutions. "), it is not entirely clear what other enforcement mechanisms the PMO has available, in order to ensure the implementation of these constitutional provisions, nor what structures, resources and specific obligations the legislation defines to ensure their implementation.

Further, except the provisions of Article 12 of the LAPD that regulates the classification and selection of sensitive public documents where the public access is restricted, according to the data provided, the OPM has no specific enforcement provisions nor mechanisms and clear implementation measures. The same is true in regards to the use of official languages, since besides the mentioning of Article 18 of LAPD and the Law on Use of Languages, it is not clear what measures and enforcement mechanisms there are within this institution. In regards the internal structures, besides the legal basis for the establishment of the Office of Communication and Public Information, it is not clear what the organogram of this office provides, nor its position within the OPM's organogram and its way of operation within its overall structure. Less clear is the situation regarding the Terms of Reference (TR) and Job Descriptions (JD) of its staff, except the mentioning the legal basis (Regulation for Government Communication Service with Public), their content is not known, nor the mechanisms or the enforcement measures.

Regarding the internal reporting and monitoring standards and evaluation of performance of OPM's officials and mechanisms and implementation measures of these standards, it is clear that there is quarterly reporting and yearly performance evaluation, based on individual work plans, but it is not clear what standards are set and how they are applied. Regarding the resources allocated to the OPM during the period covered by this evaluation, except that there was no reduction in the number of staff and all required resources have been allocated, it is not clear what the exact amount of all categories of the resources allocated, or any approximate planned amount for the current year. There is even less clarity about the resources allocated for implementation of policy and planning documents for communication and public information. When dealing with strategic and planning documents for communication and public information and mechanisms for monitoring and regular reporting on their implementation, the OPM has an annual work plan, but it is not entirely clear what objectives it contains and what the measures and mechanisms are for monitoring, reporting, evaluation and implementation. The same applies to the planned activities.

Further, during the period covered by this evaluation, the OPM has had regular communication with all local media and 82 CSO, (part of the platform CivikOs). With media focusing on informing citizens about the activities of government leaders and PMO, while with CSO mainly regarding the Strategy for Cooperation Government - Civil Society and policies on human rights. Regarding the communication and cooperation with non-governmental groups in drafting, implementing and monitoring the implementation of legislative and policy documents, there have been specified seven draft laws and the Strategy for Cooperation Government - Civil Society, but the concrete non-governmental groups involved are not exactly identified (besides the above data). OPM has published on its website ([www.kryeministri-ks.net](http://www.kryeministri-ks.net)) many documents (government decisions, press releases, legal documents and policies, etc.). According to the data, OPM has not taken any additional activity for information and communication with public during the period of covered by this research. Finally, this institution did not provide any information about qualifications, experience and relevant trainings of the officials responsible for communication and public information.

Based on the information provided for the purpose of this assessment, the **Prime Minister's Office**, with **Institutional Transparency Index (ITI) of 39**, shows that in 2012 has been a closed institution.

### **3. Ministry of Local Government Administration (MLGA)**

About the implementation of constitutional provisions, which guarantee the right of citizens to access public documents, except the LAPD, MLGA also implements the Decision of the Secretary General that establishes and defines the competencies of the Information Office (IO, now as Information Division - IO) and the Regulation on Internal Organization and Systematization of Job Positions within this ministry. As defined by the latest regulation the ID has three officials and its responsibilities include access to official documents and communication with public. Further, except the procedures for access to public documents, it is

not entirely clear about other enforcement mechanisms available to this Ministry in order to ensure the implementation of these constitutional provisions, nor what structures, resources and other specific obligations that the legislation defines to ensure their implementation.

Regarding the classification and selection of sensitive public documents apart from those where public access is allowed, except the respective law, MLGA has also referred to an opinion about the State Agency for Protection of Personal Data, but it is not clear whether there are mechanisms and other implementing measures. Similarly, except the reference, the Law on Use of Languages, it is not clear what measures and enforcement mechanisms are there within this institution regarding the use of official languages and those in use. Regarding the internal structures, in addition to the above explanations on the number of ID staff (Head of the division, an information officer and a website officer), his position is clear (reporting directly to the Secretary-General). ID of MLGA has the Terms of Reference (TR) and Job Descriptions (JD) of its staff, and enforcement mechanisms provide reporting and evaluation, based on the work plan of the Ministry, although it is not entirely clear how these mechanisms function.

Regarding the internal reporting and monitoring standards and performance evaluation of ID officials of MLGA and mechanisms and measures for implementation of these standards, it is clear that there is weekly, monthly and annual reporting based on the annual Working Plan, quarterly and annual assessment of the performance, but it is not entirely clear what the standards are and how they are applied. Regarding the resources allocated to this department during the period covered by this evaluation, except the human resources (specified above), the needs for financial resources are met, based on five planning documents of the ID. Regarding the resources allocated for implementation of policy and planning documents for communication and public information, except to a list of activities funded, there is a lack of any comprehensive overview of the amount of resources allocated for the implementation of planning documents (although MLGA mentioned five such documents). When talking about strategy and planning documents for communication and public information and mechanisms for monitoring and regular reporting of their implementation, MLGA has three such documents (Information Office Annual Plan, Annual Plan for the development of transparency in municipalities and Implementation and Reporting Plan on LAPD), but it is not clear what the objectives are and what are the measures and mechanisms for monitoring, reporting and evaluating their implementation. When dealing with the activities, this ministry is focused on four groups (publication of activities of the Ministry, presentation and discussion of Local Self-Government Strategy 2013-2016, implementation of LAPD and the providing information on operation of the Administrative Office of Northern Mitrovica).

During the period covered by this evaluation, MLGA has had regular communication with local and international media, mainly for information about its activities, and 6 CSO, focusing on the development of Local Self-Government Strategy for 2013-2015, the opening of Administrative Office in Northern Mitrovica and access to public documents. Regarding communication and cooperation with non-government groups in drafting legislative and policy documents, except the

aforementioned strategy, such groups have also been involved in drafting the Law on allocation and exchange of real estate of the municipality, but there are no further details. The same applies in regards to the involvement of these groups in implementation and enforcement of policy documents for communication and public information. Similar to other institutions, MLGA has published in its website ([www.mapl.rks-gov.net](http://www.mapl.rks-gov.net)) information and documents (legal acts, decisions, reports, press releases, policy documents, etc.). In addition to the above activities, MLG during the period covered by this research has taken a number of activities, mainly informative and cooperation with CSO. Finally, from three ID officials, two of them have relatively relevant formal qualifications work experience over five years, while there is no data on the number of relevant trainings they have attended.

Based on the information provided for the purpose of this evaluation, the **Ministry of Local Government Administration**, with **Institutional Transparency Index (ITI) of 61**, shows that in 2012 has been a **partially open institution**.

#### **4. Ministry of Education, Science and Technology (MEST)**

For implementation of the constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, MEST also implements the Regulation on Government Communication with Public, but it is not clear what structures, resources and obligations are determined, nor what mechanisms and enforcement measures are available. Regarding the classification and selection of sensitive public documents those where public access is allowed and the use of official languages and those that are in use, except the relevant legislation, MEST has not provided concrete information. Regarding internal structures, it is only known that within this Ministry there is a Public Communications Office (PCO), consisting of four officials (Director, two information officers and a website official). According to the data provided, the Terms of Reference (TR) and Job Descriptions (JD) of MEST's PCO are determined by the Regulation on Government Communication Service. It is not clear what the mechanism and implementing measures are, while reporting is done on a daily basis until the annual, performance evaluation every six months, but the standards are not very clear and there is no proper information on how they are applied.

Regarding the PCO allocated resources during the period covered by this evaluation, except human resources (specified above), the amount of budgetary funds allocated and spent and those planned for the coming period is known. As far as the resources allocated for the implementation of policy and planning documents for communication and public information are concerned, except a list of activities funded, there is a lack of a comprehensive overview of the amount of allocated resources for implementation of planning documents (although MLGA has mentioned five such documents). Similar to previous institutions, PCO of MEST have an annual plan, whose main objective is to inform the public about the activities of the Ministry and the enabling access to public documents, but mechanisms for monitoring and regular reporting on its implementation are not very clear, except the regular reporting to the Secretary General.



During the period covered by this evaluation, the Ministry had regular communication with the media, while with CSO according to the requests made by them. Communication with media was mainly to inform the public on the activities of the ministry. More specifically, 15 CSO, and Kosovo Trade Unions (BSPK) and Chamber of Commerce have been involved in MEST work during the period covered by this evaluation, but it is not known the exact type of involvement. Regarding the communication and cooperation with non-governmental groups in drafting legislative and policy documents, there were eight legal documents and there was no policy document, and only the Association of Municipalities and Chamber of Commerce have been involved as non-governmental groups (excluding donors). There were similarities in the situation regarding the involvement of these groups in the implementation and enforcement of policy documents, because it is known only about a CSO (included in the monitoring). Similar to other institutions, MEST has published on its website ([www.masht-gov.net](http://www.masht-gov.net)) information and documents (in Albanian, Serbian and English). Except the above activities, this ministry during the period covered by this research has not engaged in any additional activity for communication and public information. Finally, MEST has provided only a list of PCO staff, but no evidence of qualifications, work experience and relevant trainings.

Based on the information provided for the purpose of this evaluation, the **Ministry of Education, Science and Technology, with Institutional Transparency Index (ITI) of 35**, shows that in 2012 it has been a **closed** institution.

## **5. Ministry of Diaspora (MD)**

For the implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, MD also implements the Law on Diaspora, Regulation on Government Communication with Public and Administrative Instruction for Organizational Structure of MD. Duties and responsibilities of the Public Communication Office (PCO) of this Ministry and its director are determined by the two latest legal acts. However, except the formal guarantee of the right of access to public documents, without discrimination, is not entirely clear what structures, resources and specific obligations the implementing legislation provides to ensure the implementation of these constitutional provisions. Similar is the situation concerning the mechanisms and implementing measures, since there is no data besides explaining the basic procedures for public access to documents.

Regarding the classification and selection of sensitive public documents from those where public access is allowed and the use of official languages and those that are in use, except the relevant laws, it is not clear what the mechanisms and implementing measures are. Regarding internal structures, it is not clear whether the PCO of this Ministry has an organizational chart and how it works. Similar to other ministries, this Office has the Terms of Reference (TR) and Job Descriptions (JD) of its staff (three officials), defined by the AI mentioned above, but it is not at all clear how the evaluation and reporting of their work function. Regarding the allocated resources to this PCO during the period covered by this evaluation, except the human resources (specified above), no other details are given but it given the amount of the funds for salaries and technical equipment planned for

the coming period. Regarding the allocated resources for implementation of policy and planning documents for communication and public information, except the human resources, the amount of allocated resources for other purposes is not known. This office has an action plan, but no objectives are specified, and activities for media monitoring and to facilitate access to public documents. Further, monitoring and regular reporting mechanisms on the implementation of this plan is not clear, besides the internal regular reporting to the Secretary of the Ministry.

During the period covered by this evaluation, this Ministry has had regular correspondence with various local media bodies and from Diaspora, 35 CSO (including local NGOs and from Diaspora) have been included in the Ministry's work, with media to inform the public on the activities of the ministry, but it is not clear what kind of involvement these CSOs have been involved in. As far as communication and cooperation with non-government groups in drafting legislative and policy documents, there were two legal documents, but it is not mentioned whether any of such groups involved. On the other hand, in drafting a strategy for diaspora (which is still in progress) the Ministry in question has only involved one CSO, and there is little clarity about the involvement of non-governmental groups in the implementation and enforcement of policy documents. MD has also published on its website ([www.medrks-gov.net](http://www.medrks-gov.net)) information and documents (in Albanian, Serbian and English), but during the period covered by this research no additional activity for communication and public information was taken. Finally, the MD did not provide any information regarding the qualifications, experience and relevant trainings of the PCO staff.

Based on the information provided for the purpose of this evaluation, the **Ministry of Diaspora, with Institutional Transparency Index (ITI) of 37**, shows that in 2012 it has been a closed institution.

## **6. Ministry of Justice (MJ)**

For implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, MJ also applies the Regulation on Government Communications with Public and Regulation on Internal Organization. The latter defines the powers of its Public Communication Division (PCD). Regarding mechanisms and implementing measures, only four procedures are applied that have to do only with access to public documents, informing the public about the activities of the Ministry, but it is not entirely clear how they are applied to ensure full implementation of the constitutional provisions nor what structures, resources and specific obligations is provided to improve the implementation of the legislation.

Regarding the classification and selection of sensitive public documents from those where public access is allowed and the use of official languages and those that are in use, except the relevant laws, it is not clear what the mechanisms and implementing measures are. Regarding internal structures, according to the structural chart of MJ, PCD reports directly to the Secretary-General, but it is not

entirely clear how it works. Further, the Terms of Reference (TR) of the PCD and Job Descriptions (JD) of its staff (two officials) are provided by the abovementioned Regulation, which was approved by the Secretary General and the Ministry of Public Administration. On the other hand, in regards to reporting and performance evaluation, there are only weekly reporting and annual performance evaluations, they are based on the performance of staff, but it is not entirely clear how this is done and on what criterias and processes this is based on.

Regarding the allocated resources for PCD during the period covered by this evaluation, except human resources (specified above) MJ considers the allocated resources as sufficient (including support from other ministries for PCD), but it is not known what the exact amount of the allocated resources, during the period of this evaluation or those planned for the coming period are. The same is true about the allocated resources for the implementation of policy and planning documents for communication and public information. PCD work is based on the Strategic Development Plan and Annual Plan of MJ, and the only relevant objective that of communication and information to the public is public awareness of the justice system in Kosovo, but it is not at all clear what activities are planned. On the other hand, the main activities related to information of the citizens about the work of MJ and establishment of new institutions, as well as public documents access. Meanwhile the mechanisms for monitoring and regular reporting on the implementation of of these documents that are relevant for communication and public information, it is only known that there are quarterly reporting and annual reports on the implementation of LAPD.

During the period covered by this evaluation, the Ministry had regular communication with 22 local media and some international media, 8 CSO have also been involved in its work. Communication with media was to inform the public on the activities of the ministry, while with CSOs on access to public documents, participation in drafting, monitoring the tendering procedures and the work of specific departments of the Ministry (including supervision of Correctional Service), although it is not entirely clear and the duration and type of involvement (information exchange - consultation - cooperation - partnership). Regarding the involvement of such groups in drafting legislative and policy documents, there were seven draft laws, but only four groups were involved (one CSO, two professional associations and one academic institution). On the other hand, according to the data provided by this ministry, there was no group involved in drafting its Strategic Development Plan (approved last year). The same applies to the involvement of these groups in the implementation of policy documents.

Finally, regarding the involvement of non-governmental associations on monitoring the implementation of the plan in question during the period covered by this evaluation, there were only two CSOs involved. NJ has published a large number of documents and information on its website ([www.md-ks.org](http://www.md-ks.org)). During the period covered by this evaluation, there were several additional activities taken for communications and public information, monitoring of public procurement (including invitations to other NGOs to monitor the public procurement in this ministry) and the establishment of a complaints box.

Regarding the qualifications, experience and relevant trainings attended by staff of the PCD, the data show relatively relevant formal qualifications, one year work experience, respectively five years, , and three week training period, respectively two months, during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, **the Ministry of Justice**, with **Institutional Transparency Index (ITI) of 67**, turns out to be a **half open institution**

## **7. Ministry of Finances (MF)**

For implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, the MF applies the Regulation on Government Communication with Public, Regulation on Code of Ethics for Public Communication Officials and organizational structure of the Ministry. Regulation on Government Communication with Public defines the duties, responsibilities, and organizational structure of the Public Communications Office (PCO) of MF, while the Regulation on Code of Ethics the general principles of public communication (legality, professionalism and impartiality). Mechanisms and implementing measures include public information campaigns, policy general communication and government activities for public, assessments and surveys, media relations and media analysis, processing the requests for access to official documents, maintenance of official web sites, archiving and evaluation of communication products. However, it is not entirely clear how they are applied in order to ensure full implementation of the constitutional provisions in question and what structures, resources and specific obligations defines the implementing legislation.

Regarding the classification and selection of sensitive public documents from those where public access is allowed and the use of official languages and those that are in use, except the relevant laws, it is not clear what the mechanisms and implementing measures are. Regarding the internal structures it is only known that PCO is provided within the organizational structure of MF, and the Terms of Reference (TR) and Job Descriptions (JD) of its staff (four officers) are defined by the relevant legislation, there is no other information provided either. The situation regarding reporting and performance evaluation is similar, since it is only known to be an annual assessment, but it is not clear how this is done and in accordance with what standards, criterias and processes. Regarding the PCO allocated resources during the period covered by this evaluation, except the human resources (specified above), this office has stated that it has sufficient resources, but we do not know the exact amount nor the amount planned for the coming period, and for implementation of policy and planning documents for communications and public information. On the other hand, PCO has a Communication Plan and Work Plan, but it is not clear what the targets are, and the only category of activities is to inform the public about the activities of MF.

During the period covered by this evaluation, MF had regular communications with local media (20) and some international media, and has involved two CSOs in its work. Communication with media was to inform the public on activities of the ministry and state budget expenditure but we do not know the type of activities

that CSOs were involved in (exchange of information - consultation - cooperation - partnership). Regarding the involvement of non-government associations in drafting legislative and policy documents, there were seven draft laws. Only the business community associations were involved in the drafting these laws. On the other hand, it does not specify any policy documents drafted by the Ministry of Finances during the reporting period, and consequently any non-governmental association neither. The same is true regarding the involvement of these associations in implementation of monitoring and evaluation of the implementation of policy documents. MF has published ([www.mf.rks-gov.net](http://www.mf.rks-gov.net)) a large number of documents and information on its website, and did not get involved in any additional activity during the period covered by this evaluation. Finally, the MF has not provided any concrete information on qualifications, experience and relevant trainings of PCS staff.

Based on the information provided for the purpose of this evaluation, the **Ministry of Finances, with Institutional Transparency Index (ITI) of 47**, shows that in 2012 it has been a **closed** institution.

## **8. Ministry for the Kosovo Security Forces (MKSF)**

For the implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, the MKSF applies to two sublegal acts: AI on the Provision of Information and Communication and Communication with Media for Ministry of Kosovo Security Force and members of the Kosovo Security Force, and AI on Mission, Organization and Structure of the Ministry of Kosovo Security Force. The latter specifies that the Public Relations Department (PRD) is subordinate to the Minister and is responsible to develop, guide and direct all functions and communication management services for KSF and provide a positive image of MKSF and KSF. The latter also defines the criteria and procedures for the members of MKSF and the KSF regarding the provision of information and contact with media and handling media requests. However, it is not clear what are the mechanisms and implementing measures, which are applicable, how they apply to ensure full implementation of constitutional provisions in question or what structures, resources and specific obligations defines the implementing legislation. Regarding the classification and selection of sensitive public documents from those where public access is allowed, except the Law on Classification of Information and Security Verification, this ministry also applies laws (regulations on physical security of classified information, security standards of classified information for economic operators, the development of security clearance procedure, classification and declassification of information, and the deliverance and transfer of classified information). On the other hand, regarding the use of official languages and those that are in use, it only applies to a framework law. It is not clear what the mechanisms and implementing measures for any category are.

Regarding the internal structures, it is only known that PRD is supposed to be within the organizational structure of MKSF. The same applies to the Terms of Reference (TR) and Job Descriptions (JD) of its staff, since there is no any more detailed information. The situation regarding the reporting and performance evaluation is very similar, it is only known that they have an annual assessment,

but it is not clear how this is done and in accordance to what standards, criteria and processes. Regarding allocated resources to PRD during the period covered by this evaluation, except the human resource (four officers), they have only announced that they have sufficient technical and financial recourses (90% of those requested), but it is not known what the exact amount and implementation of policy and planning documents for communication and public information is. On the other hand, human and technical resources as planned for the next period remain same; the amount of planned budget is € 82,000 (76% of what is required). On the other hand, MKSF has a Public Relations strategy, but it is not clear what the objectives are, and there is no list of planned activities to inform the public and mechanisms and measures for monitoring and regular reporting on their implementation.

During the period covered by this evaluation, MKSF had regular communication with most of the local media and in its work involved 7 CSO. Communication with media focused on informing the public on the activities of the Ministry and KSF, while with CSO was focused in the exchange of information for the rule of law, but it's not quite clear what the type of involvement of CSO (exchange of information - consultation - cooperation - partnership) are. Regarding the involvement of non-governmental associations in the drafting of legislative and policy documents, 12 such documents have been drafted (including National Security Strategy), but we do not know how many such associations were involved. The same is true regarding the involvement of these associations in implementation and monitoring the evaluation of implementation of policy documents. MKSF has published on its website ([www.mksf-ks.org](http://www.mksf-ks.org)) a large number of documents and information, but did not take any additional activity for information and communication with public during the period covered by this evaluation. Finally, in terms of qualifications, experience and relevant training of the PRD staff, the data show relatively relevant formal qualifications, significant work experience and participation in training over three months duration during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, the **Ministry of Kosovo Security Force, with Institutional Transparency Index (ITI) of 44**, shows that in 2012 it has been a closed institution.

## **9. Ministry of European Integrations (MEI)**

For implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, the MEI also applies the Regulation on Organizational Structure of the Ministry and Regulation on Government Communication Services with Public. The content of the relevant provisions define the functions of the Public Communication Office (PCO, Advanced in 2013 in Communication and Information Division - CID) and four mechanisms and implementing measures, which mainly have to do with official documents access of MEI and ethical standards, but it is not clear what are the structures, resources and specific obligations, and hoe CID implements these measures, mechanisms and ethical standards to ensure full implementation of the constitutional provisions nor what implementing legislation provides regarding this issue. Regarding the classification and selection of sensitive public documents

from those where public access is allowed except the Law on Classification of Information and Security Verification, it is not clear what the measures and enforcement mechanisms are, which the MEI used to implement these provisions. The same applies to the use of official languages and those in use.

Regarding internal structures within the new organizational structure of this Ministry, PCO has become the Communication and Information Division (CDI), which operates within the Office of the Secretary-General and has three officials, but there are no more details regarding its function within the organizational structure of the Ministry. The same applies to the Terms of Reference (TR) and Job Descriptions (JD) of its staff, since it is not clear what the mechanisms and implementing measures are. The situation regarding the reporting and performance evaluation is similar, since it is only known to have an annual evaluation, based on the performance of the duties provided by JD, but it is not entirely clear how these are carried out and in accordance to what standards, criterias and processes.

In regards to the allocated resources to CID, during the period covered by this evaluation, except the human resource (four officials), MEI possesses adequate technical and financial resources, whereas human resources are being filled in, but we do not know the exact amount nor the amount for implementation of policy and planning documents for communication and public information. The same applies regarding the amount of resources planned for the following year. On the other hand, CID has an annual communications plan and is finalizing a four-year Strategy and Action Plan for Communication. Regarding its objectives, this strategy requires coordination with officials of all parties involved in the integration process (such as civil society, media, business unions and chamber of commerce, municipal officials, and representatives of trade unions), and a component of monitoring and evaluating the implementation of its objectives. However, it is not entirely clear what the measures for monitoring and regular reporting is and how they are applied, except for better coordination of information about the process of European integration and human resources (one official in charge) responsible for access to public documents. The situation with activities is similar, since except the activities related to official documents access, it is not clear what activities are planned for each objective of informing the public and neither about the mechanisms and implementing measures.

During the period covered by this evaluation, MEI had regular communication with most of the local media, as well as 7 CSO and CIVKOS Platform, regarding the process of European integration. As for the media, the main activities were focused on informing the public about the work of ministry (including policies and various documents drafted), participation in various media programs discussing issues of European integration, and informing the public about this process. On the other hand, activities with CSO were mainly focused on their involvement in Task Force for European Integration, discussions on the Strategy for Communication and joint discussions on legislation for civil society and citizen participation in Kosovo and improving the communication with the EU. However, it is not clear about what kind of involvement of CSOs (exchange of information - consultation - cooperation - partnership).

Regarding the involvement of non-governmental associations in drafting legislative and policy documents, MEI has not supported or designed any legal act, and therefore no associations were involved, whereas in drafting the Annual Plan and Communication Strategy this has involved few associations, but it is not mentioned how many of them and what was their roles were. On the other hand, during the period covered by this evaluation no association has been involved in implementation or monitoring the evaluation of implementation of policy documents. MEI has published about 80 documents on its website ([www.mei-ks.net](http://www.mei-ks.net)), and other information (in both official languages and in English), and additional activities concerning the information and communication with the public during the period covered by this evaluation, MEI has launched an information campaign about the visa liberalization process. Finally, regarding the qualifications, experience and relevant training of CID staff, the data shows that staff have (relatively) relevant formal qualifications, significant work experience (from 5 to 12 years) and participation in various trainings with a total duration of 5 months to a year.

Based on the information provided for the purpose of this evaluation, the **Ministry of European Integration, with Institutional Transparency Index (ITI) of 51**, shows that in 2012 it has been a closed institution.

## **10. Ministry of Communities and Return (MCR)**

For the implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, MCR also applies to the Regulation on Government Communication Service with Public and a guide published in 2008 on access to public documents, but apart from the obligation to established an Public Communication Office (PCO), there are no clear contents of the provisions that regulate structures, resources and specific obligations of this Ministry for Communication and public Information, neither mechanisms and implementing measures to ensure full implementation of the constitutional provisions nor what the implementing legislation provides regarding this issue. The same applies to the classification and selection of sensitive public documents from those where public access is allowed, since they are only referred to the relevant framework laws. Regarding the internal structures, the organizational chart of this Ministry provides the operation of PCO, with three officials, but there are no explanations about its function within the organizational structure of the Ministry. The same applies to the Terms of Reference (TR) and Job Descriptions (JD) of its staff, since it is not clear what the mechanisms and implementing measures are. The situation regarding the reporting and performance evaluation is similar, since it is only known to be an annual evaluation, but it is not clear how these are carried out and in accordance to what standards, criteria and processes.

Regarding the allocated resources to PCO during the period covered by this evaluation, except the human resources, the correct amount of other categories of resources is not shown, nor is the amount of resources for the implementation of policy documents and planned documents for the following year. On the other hand, this office has a Communications Strategy and a Working Plan, and the main



objective of this strategy is to improve the communication between the Ministry and its partners, Government, local authorities, international organizations, media, NGOs, and especially the returnees. However, it is not entirely clear what the measures for monitoring and regular reporting are and how they are applied, except the quarterly reporting on the implementation of the plan, mainly implementing LAPD. Regarding the activities, it is not clear what activities are planned, nor what the mechanisms and implementing measures are. During the period covered by this evaluation, MCR had regular communication (daily) with all local media and some regional media, mainly with the aim to inform the public on the work of this Ministry. On the other hand, during the period covered by this evaluation, two CSOs have been involved in its work. However, it is not clear what activities they were involved in, or the type of their involvement (exchange of information - consultation - cooperation - partnership).

Regarding the involvement of non-governmental associations in drafting legislative documents during the period covered by this evaluation MCR has not supported or designed any legal act, which means that there was no involvement of any associations. On the other hand, regarding the policies, during this period has been designed the Strategy of MCR for 2014 - 2017, but it is not clear whether any associations were involved and what their role was. The same is true regarding the inclusion of these associations in the implementation of this strategy, whereas in monitoring and evaluation of its implementation there have been several associations involved in the process (2 local NGOs and 6 international organizations operating in Kosovo). MCR has published a significant number of documents and other information (in both official languages and in English) on its website ([www.mkk-ks.org](http://www.mkk-ks.org)), and concerning the additional activities in regards to the information and communication with the public during period covered by this evaluation, the MCR has published a periodic newsletter. Finally, regarding the qualifications, experience and relevant training of CID's staff, the data shows less relevant formal qualifications, considerable work experience (from 2 to 26 years, although it is not known how relevant) and participation in training for ten days during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, the **Ministry of Communities and Return, with Institutional Transparency Index (ITI) of 48**, shows that in 2012 it has been a closed institution.

## **11. Ministry of Labour and Social Welfare (MLSW)**

For implementation of constitutional provisions that guarantee the right of citizens to access public documents, except LAPD, MLSW also applies to the Regulation on Government Communication Service with Public, but except that provided reference that defines the organizational structure of all Public Communication Offices (PCO) in ministries, there is no clear content of other provisions that regulate structures, resources and specific obligations of this Ministry for public communication and information, or mechanisms and implementing measures to ensure full implementation of the constitutional provisions and neither what the implementing legislation provides regarding this issue. On the other hand, it is not clear how the issue of classification and

selection of sensitive public documents from those where public access is allowed is regulated nor the use of official languages and those in use, since there was no information. Regarding the internal structures, the organizational chart of this Ministry provides the operation of PCO, within the Office of the Secretary General, but there is no explanation about its function within the organizational structure of the Ministry. The same applies to the Terms of Reference (TR) and Job Descriptions (JD) of its staff, as it is not clear what the mechanisms and implementing measures are. The situation regarding the reporting and performance evaluation is similar, since it has only been said to have been done in accordance to the applicable legislation, but it is not clear how these are carried out and in accordance to what standards, criteria and processes.

In regards to the allocated resources to PCO during the period covered by this evaluation, except the human resources (three officials), it is not clear what the exact amount is, nor the amount of resources for the implementation of policy and planned documents for the following year. On the other hand, this office has an Annual Work Plan (which is part of the Annual Plan of the Ministry), but it is not clear what the objectives for communication and public information is (except the requests for access to public documents), and neither what the measures for monitoring and regular reporting are and how they are applied. The same applies to the communication and public information activities. During the period covered by this evaluation, MLSW had (daily) regular communication with all local media, which were interested to follow their activities, mostly informing the public about the work of this Ministry. On the other hand, according to their data, during this period no CSO has been involved in their work.

Regarding the involvement of non-government associations in drafting legislative documents during the period covered by this evaluation, MLSW supported 7 draft laws, but no association was involved in the drafting process. On the other hand, during this period, five policy documents have been drafted, where two associations from the business community have been involved, trade unions and NGOs (though we don't know the number of associations, from these last two categories involved). On the other hand, no associations have been involved in the implementation of the policy documents of this Ministry, neither in monitoring and evaluation of their implementation. MLSW published a number of documents and other information (in both official languages and in English) on its website ([www.mpms.rks.gov.](http://www.mpms.rks.gov.)), but did not engage in any additional activity for information and communication with the public during the period covered by this evaluation. Finally, regarding the qualifications, experience and relevant training of PCO staff, the data show relatively relevant formal qualifications, work experience (from 6 to 9 years, although it is not known how relevant) and participation in training in duration up to 4 weeks during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, **the Ministry of Labour and Social Welfare, with Institutional Transparency Index (ITI) of 26** shows that during 2012 it has been a closed institution.

## 12. Ministry of Health (MH)

In order to implement the constitutional provisions guaranteeing the right of citizens to access public documents, except the LAPD, MH also applies the Regulation On Government Communication Service with Public, which defines the responsibilities of the PCO's in all ministries (this Ministry has advanced this office in the Department of Information). Furthermore, this regulation defines the function of this department (ensuring that the policies of the Ministry is discussed and communicated clearly and effectively to the target groups or interested parties), but beyond the formal legal provisions, it is not clear what structures, resources and specific obligations it defines in order to ensure the implementation of these provisions. Regarding the enforcement mechanisms and measures, the aforementioned regulation obliges the MH to establish responsible structures for communications and public information, but beyond that it is not clear what other mechanisms this office implements, and through what procedures. Further, except the formal provisions of the Law on Classification of Official Documents, it is not clear what specific enforcement provisions this ministry applies in order to regulate the classification and selection of sensitive public documents, nor which mechanisms and implementing measures are used. Regarding the use of official languages and those in use, except the main provisions of the Law on Use of Languages, the Ministry has also designed four types of enforcement mechanisms (translation of the legislation, strategic documents, information and contests in both official languages and in English, however, it is not clear to what extent these mechanisms are implemented and others that allow access to official documents and information in all official languages and those in use in the country.

Regarding internal structures, the Ministry has a Department of Information (DI) since 2007, which consisted of three officers and headed by a Director, who reports directly to the Secretary-General. DI is responsible to provide public information on the activities of the Ministry, its agenda, explanations on various issues of public importance, and establishing bilateral relations with the public and other interested parties. With the new organizational structure of the Ministry, which is expected to be approved soon, the department will be organized in the form of a Public Communication Division (PCD). Consequently, it is more or less clear what role and position it has within the organizational structure of the institution, but not completely obvious in which ways of function it has within its overall structure. Regarding the Terms of Reference of the DI and Job Descriptions (JD) of its staff, the content of the formal provisions is known, but not precise mechanisms and enforcement measures.

Regarding the standards of internal reporting, monitoring and evaluating the performance of DI officials MH mechanisms and measures for implementation of these standards, DI reports and is monitored on a monthly, quarterly, semiannual and annual basis, whereas the officials performance evaluation is conducted by the Director of the Department, based on the level of implementation of the individual Working Plan and that of the Department. The Director's performance is evaluated by the Secretary General. Further, there is also a self-evaluation process for each official. According to MH, these evaluations are conducted in a transparent manner and in consultation within the department, while the relevant

documents are kept in the Office of the Secretary-General and that of Administration Personnel. However, it is not entirely clear how the individual work plan evaluation is conducted and what the standards on this process regarding quality is. About DI allocated resources during the period covered by this evaluation, except the number of the staff, it is not clear the amount of other categories of allocated resources, neither any approximate amount planned for the coming year. Regarding the allocated resources for the implementation of policy planning documents for communication and public information, the budget is allocated annually. Based on this, one-year Action Plan 2013 for implementation of Communication Strategy 2012-2015 (see below) has a budget around € 74,000, while for implementation of the plan in 2012 were allocated € 24.900.

When dealing with strategic and planning documents for communication and public information and mechanisms for monitoring and regular reporting on their implementation, MH has a Communication Strategy for 2012 - 2015 and drafts one-year action plans for its implementation. The strategy contains 5 general goals and 11 specific objectives. The general objectives focus on internal communication, interinstitutional cooperation, public relations, budget, monitoring, and evaluation of implementation. On the other hand, the Action Plan for 2013 contains 41 activities, which are budgeted and contain indicators, supporting responsible institutions for their implementation, liaising with other strategic documents and deadlines. However, regarding their quality, only one activity directly deals with public relations, whereas specific objectives and activities targeted for its implementation are formulated in general terms and are not based on targets to be achieved, and nor does it seem to affect areas and specific priority issues within the area of responsibility of this ministry, and consequently indicators do not seem to facilitate adequate monitoring and evaluation of the Strategy and action Plan.

Further, during the period covered by this evaluation, the MH had regular communication with about 22 media (mostly local, including printed and electronic, both at central and local level), and with 29 civil society organizations and 9 professional associations in the field of health. Communication with the media included press conferences, informal meetings, providing daily information, press releases, direct interviews, forums and various debates and thematic programs. The cooperation with CSOs has been mainly in the form of exchange of information, consultation and partnership, with a focus on public awareness, drafting legislation and other regulatory framework, policy enforcement, health management, supplyment of drugs and treating patients abroad, implementation of health standards, health policy research, public procurement, fundraising and provisions of equipment and trainings in the field of public health. As far as communication and cooperation with non-governmental associations in drafting, implementation and monitoring of the implementation of legislative documents, during the period covered by this evaluation MH has drafted four draft laws, where 8 associations have been involved (CSOs and professional associations). On the other hand, during this period, the MH has drafted six policy documents, where 10 non-governmental associations and some media have been involved (but we do not know how many).

The Ministry of Health has published a large number of documents and other information (including legal and policy documents, descriptions of duties and responsibilities of various structures within the ministry, contact information, various guidelines for health sector, etc.) on its website ([www.msh-ks.org](http://www.msh-ks.org)). Regarding additional activities for communication and public information, this institution has not taken any additional activity except official documents access. Finally, the MH has given the list of officials responsible for communications and public information (three), with relatively relevant qualifications, significant work experience (from 5 to 13 years), who attended training lasting from 1 week to 2 months in general.

Based on the information provided for the purpose of this evaluation, the **Ministry of Health, with Institutional Transparency Index (ITI) of 73** shows that during 2012 it was a **half open** institution.

### **13. Ministry of Economic Development (MED)**

For implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, MED also applies the Regulation on Government Communication Service with Public and Regulation on Internal Organization of the Ministry of Economic Development. However, except the reference to the provisions that define the functions of the Public Communication Office (PCO), there is no clear content of the provisions that regulate structures, resources and specific obligations of this ministry regarding communication and public information. In terms of mechanisms and implementing measures, there is only one official for admission of the requests to access official documents and procedures for maintaining the website of this institution. However, it is not entirely clear whether there are mechanisms and implementing measures to ensure full implementation of the constitutional provisions nor what the implementing legislation defines. The same applies in regards to the classification and selection of sensitive public documents from those where public access is allowed, and that of the use of official languages and those in use, because they have only referred to relevant framework laws. Where internal structures are concerned, the organizational chart of this Ministry provides the PCO operation, with three officials, but there is no explanation about its function within the organizational structure of the Ministry. The same is true about the Terms of Reference (TR) and Job Descriptions (JD) of its staff (four officers), since it is not clear what the mechanisms and implementing measures are. The situation regarding the reporting and performance evaluation is similar, since it is known that there is only weekly reporting and annual evaluation, but it is not entirely clear how these are carried out and in accordance to what standards, criteria and processes.

In regards to the allocated resources to PCO during the period covered by this evaluation, except the human resources, there are no obvious amounts of other categories of resources or the amount of resources for implementation of policy and planned documents for the following year. On the other hand, MED has an Annual Communications Plan, but it is not clear what the objectives and activities of that plan are. Furthermore, it is also not clear what are the measures for monitoring and regular reporting and how they are applied, except reporting the

implementation of LAPD. During the period covered by this evaluation, the MED had daily regular communication with the 13 local media (including printed and electronic media), mostly for informing the public on the work of this Ministry. On the other hand, during the period covered by this evaluation, three CSOs have been involved in its work. However, it is not clear what activities they were involved in, nor the what their involvement entailed (exchange of information - consultation - cooperation - partnership).

In regards to the involvement of non-governmental associations in drafting legislative documents during the period covered by this evaluation, according to the data provided, MED has not supported or drafted any legal act, and therefore no associations were involved. The same applies to the involvement of these associations in drafting policy documents during this period. The same is true about the inclusion of these kind of associations in drafting and implementation of this strategy, whereas the monitoring and evaluation of the implementation of these kinds of documents, they only referred to the civil society, but it is not clear how these associations were involved and about which policy documents. MED has published a significant number of documents and other information (in both official languages and in English) on its website ([www.mzhe.rks-gov.net](http://www.mzhe.rks-gov.net)), but this ministry during the period covered by this evaluation did not perform any additional activity for communication and public information. Finally, regarding the qualifications, work experience and relevant training attended by the staff of PCO, the data show relatively relevant formal qualifications, significant work experience (from 5 to 8 years, although it is not known how relevant) and participation in training lasting from 1 to 4 weeks during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, the **Ministry of Economic Development with Institutional Transparency Index (ITI) of 41**, shows that in 2012 it has been a closed institution.

## Independent Institutions and Executive Agencies

In the evaluation of this year five (5) institutions in this category have been included: Anti-Corruption Agency, Kosovo Customs, Ombudsman Institution, Kosovo Judicial Council and Kosovo Police.

To sum up, based on the information for the purpose of this evaluation, **the five independent institutions and executive agencies** involved in this round of evaluation, the average of **Institutional Transparency Index (ITI) of 58.8**, show that in 2012 these institutions were **partially open**.

### 14. Anti-Corruption Agency (ACA)

For implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, ACA also applies the AI for implementation of LAPD, the Law on Anti-Corruption Agency and its procedural rules. The latter ones define that ACA functions based on the principle of transparency and its activities are public within the limits defined by relevant laws. However, it is not clear content of other provisions that regulate structures, resources and specific obligations of the institution for communication and public information. On the other hand, the mechanisms and implementing measures to ensure full implementation of the constitutional provisions, it is clear what provisions regulate the right of access to public documents of the institution, but it is not clear what the mechanisms and implementing measures are to ensure full implementation of the constitutional provisions nor what the implementing legislation provides.

In regards to the issue of classification and selection of sensitive public documents of ACA from those where public access is allowed, it is regulated by the Law on ACA, the Law on Declaration, Origin and Control of Assets and Gifts of Senior Public Officials, AI for implementation of LAPD and of Procedural rules of ACA. According to the Law on ACA, an official secret is considered the personal data of individuals who are or have been subject to an investigation by ACA, the personal data of corruption reporters, if such a thing is requested by the reporters, as well as other information published which could damage the investigation. However, beyond the formal legal provisions, it is not entirely clear what the measures and enforcement mechanisms are and how they function. On the other hand, regarding the use of official languages and those in use, it is clear that the Procedural Rules of ACA provide this obligation, but it is not clear what the measures and enforcement mechanisms are and how they function.

In regards to the internal structures, the Decision on Internal Organization and Systematization of ACA provides the function of the Professional Support Office and International Cooperation (PSOIC), consisting of an official, which covers the area of communication and public information, but there are no more detailed explanations about its function within the organizational structure of the Agency, except that the head of the office should perform the duty of the information official. The same applies to the Terms of Reference (TR) and Job Descriptions (JD) of its staff, as it is not clear what are the mechanisms and implementing measures. Similar is the situation regarding the reporting and performance

evaluation, since we know that there are monthly and annual evaluation reports, but it is not clear how these are carried out and in accordance to what standards, criteria and processes. Regarding allocated resources for PSOIC during the period covered by this evaluation, except the human resources (specified above), there is no clear exact amount. The same applies regarding the amount of resources for implementation of policy documents, while the amount of the planned resources for the following one-year period, and approximately is about € 10,000.

On the other hand, this office bases its work on the Work Plan of ACA, which as a general objective about communication and public information states strengthening the transparency and closer cooperation between ACA and the public. On the other hand, activities to meet this objective have to do only with the publication of documents and information of ACA where public access is permitted. However, it is not clear what the measures for monitoring and regular reporting are and how they are applied. During the period covered by this evaluation, ACA had regular (daily) communication with all local media who were interested in following its activities, mainly in order to inform the public about its work. On the other hand, according to them, only one CSO was involved during this period in its work, the latter in the role of the partner in implementing public awareness on anti-corruption policies. ACA has no legal mandate to sponsor legislative documents, and consequently there is no such document drafted during the period covered by this evaluation, nor any non-governmental association involved. On the other hand, in regards to policies, during this period ACA has developed the Strategy and Action Plan against Corruption. During the draft it has involved media, CSOs and business associations, but it is not clear how many nor what their role in this process was. Finally, no associations have been involved in the implementation and monitoring and evaluation of the implementation of this strategy and action plan.

ACA has published a significant number of documents and other information (in both official languages and in English) on its website ([www.akk-ks.org](http://www.akk-ks.org)). In regards to additional activities for communication and public information, the institution has published an analysis on the prosecution and adjudication of corruption cases in Kosovo in 2011, which has contributed that its work and other relevant institutions work in fighting corruption, is reflected in a transparent and objective way. Finally, regarding the qualifications, experience and relevant training attended by the staff of PSOIC the data show relatively relevant formal qualifications, significant work experience (4 years, although it is not known how relevant) and participation in training in duration of 2 months during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, the **Anti-Corruption Agency, with Institutional Transparency Index (ITI) of 53**, shows that in 2012 it has been a closed institution.

## **15. Kosovo Customs (KC)**

For implementation of constitutional provisions that guarantees the right of citizens to access public documents, except the LAPD, the KC applies also to The Customs and Excise Code and AI for Proceedings of Information, Communication



and Publications in Customs. The Code covers communications and public information within "any other necessary issues for efficient operation of Customs". Further, AI defines the mechanisms which may provide information to the public through the instruments of internal and external communication, such as website, Customs spokesman, Magazine Informant, etc., In order to inform the interested public about the applicable legislation of KC, its work, and also through the publication of all provisions that this institution applies. On the other hand, in addition to the aforementioned mechanisms, KC also provides mechanisms to strengthen public trust and transparency, and distribution of information to interested parties, although they have not specified what mechanisms are regarding the last two goals.

Regarding the issue of classification and selection of sensitive public documents of KC from those where public access is allowed, the AI in question provides that the confidential records be in accordance with Article 8 of LAPD. Confidential paperwork in KC are considered data on Customs staff, disciplinary records, data and information on the companies and data that would damage company's image, appeals of outside parties, documents drafted in accordance with relevant provisions of the Customs Officers Code of Conduct, documents that are in the process of decision making, information that could prejudice the decisions of KC, and any other document that the Director General, in accordance with Article 4 of LAPD, determines that as a document that cannot be issued to third parties. Further, when the Law on Classification of Information and Security Verification became applicable, KC has compiled a list of sensitive documents and has appointed a customs official responsible for ensuring the implementation of this law. On the other hand, regarding the use of official languages and those in use, KC regulated these issues with an internal instruction, which provides that any official document must comply with the rules on the use of languages defined by legislation. However, it is not clear what the measures and enforcement mechanisms are and how they function.

Regarding the internal structures, Communications and Information Office (CIO) of KC (consisted of 3 officers) is set up in the hierarchy of Customs, within the Office of the Director General, and reports directly to him. CIO functions are regulated by an AI on Procedures of Information, Publications and Communication in Customs. Further, the Terms of Reference (TR) of CIO office define that this office has the following duties and responsibilities: implementation of information strategy and identifying opportunities to enhance the image of Kosovo Customs, contributing to the development strategy of promoting European values in this field, management and regular updating of the website of KC, compiling, publishing and editing information of KC documents, taking care that the same be translated into the official languages; organizing informational meetings with media, and monitoring media writings about KC. CIO also possesses Job Descriptions (JD) of its staff, but it is not entirely clear what the mechanisms and implementing measures are.

Further, in regards to the reporting and performance evaluation of the staff, they apply the appropriate standards. The performance of each officer is evaluated every six months, compared with strategies that are applied in this area of TR and JD as the main mechanism, performance evaluation through accurate indicators.

According to these indicators, performance evaluation is based on: (1) the number of requests for access to information (categorized into where access is allowed, denied, restricted, without response, when asked for additional explanations and other reasons), (2) manners of responding (electronically, hard copy, electronic copy, and CD), (3) submitted responses (categorized into submitted in time, according to law, revised requirements, and warnings), (4) researcher's profile information (journalists, civil society, budget organizations, individuals, students, political parties and others) and (5) types of documents required (categorized as budget and expenditure, decisions, draft laws, statistics, contracts, projects, contests and other). KC also applies Blueprint ('model') of EU Customs, which defines how media office should operate within customs. This document also provides precise indicators for performance assessment for communication and public information (17 indicators, divided into 5 categories: general, recommendations that apply to information, specific information, target audiences and specific activities for public relations). Finally, KC compiles annual reports for an internal performance evaluation, based on the above criteria, while the Blueprint project regularly assesses the performance in accordance with criteria provided in this document. According to internal KC report in 2012, they has received 293 requests and in all cases the access was allowed, also 12 requests have been addressed for additional explanations.

Regarding the allocated resources to CIO during the period covered by this evaluation, except the human resources (specified above), it is also clear that the budget for the office is planned on four-year basis (the current planning covers the period 2010-2013). According to this plan, the total budget for 2012 was € 19,000, while for 2013 is € 22.500 (divided into three subcategories: advertising and competitions, publications, and public information costs). Second, regarding the amount of resources for implementation of policy documents, it is clear that during the period covered by this evaluation KC had sufficient resources (based on a three-year plan). More specifically, its budget for communication and information was between € 20,000 and € 30,000, depending on the projects. Furthermore, during this period the number of the staff for communications and public information was increased from one to three officers and TR are also have been compiled and JD updated. Human resources have also been used to work with customs branch leaders, who talk to the media or make statements regarding activities in their regions. To summarize, concerning resources for communication and public information, the number of staff constitutes 0.5% of the total number of staff of the institution and 0.2% of the total amount of its budget.

Regarding policy and planning documents, during the period covered by this evaluation, CIO has been working based in Public Relations Plan 2011 - 2013, which is consistent with the three-year Strategic Operating Framework 2011 - 2013 and gets updated at the beginning of each year. This plan is detailed and consists of nine parts: strategic goals, objectives and goals of communication, audience identification and messages, specific points and tactics of communication, staff training, website changes, improving the image, Customs marketing and three - year budget. More specifically, this document contains an assessment of the current situation regarding communication and public information and defines that customs services are provided based on the principles of trust and mutual respect, equality and justice, integrity and honesty,

transparency, and decent commitment. Furthermore, strategic goals focus on three main areas: business/clients strategy, law enforcement strategy and resource strategy. Finally, there are a number of specific measures and activities to achieve the objectives and goals, and most notably include the explanation of the types of fees and procedures with economic impact, promoting KC activities through regular contacts with media , increasing the level of education of traders, publishing articles in newspapers (once a month), special programs to reflect the work of the institution, institution awareness about KC and its transparency, improving communication of KC with media, improving transparency to the public, in general, promoting the values of KC, brief meetings with media, management and regular updating of the website, monitoring the media articles about KC , responding to the requests for access to public documents, preparation and distribution of informational brochures, information campaigns (including against corruption), etc.. Finally, CIO is subjected to internal audit in order to verify whether standard procedures and deadlines are respected, which also aims to keep the balance between public demands and obligations of KC, as well as publishing monthly reports to evaluate the achievements of the institution regarding of communication and public information.

During the period covered by this evaluation, KC had regular communication, mainly on a weekly basis, with about 20 local and international media, with a focus on economic newsrooms, since there is the largest part of interested parties. On the other hand, KC during this period has involved in its work at least 9 non-governmental associations (CSOs and business associations). This involvement is focused on cooperation by exchanging information, providing guidance, sending experts in various conferences etc., And specific issues including economic analysis, anti-corruption, CEFTA Agreement, temporary employment of handicapped persons, humanitarian activities, and signing memorandums of understanding with business associations).

During the period covered by this evaluation, KC, in cooperation with Ministry of Finances, has sponsored three draft laws. At the policy level, during this period it has revised the Operating Customs Strategy Framework 2011 - 2013 and the Action Plan. Finally, no non-governmental association have been involved in drafting, implementing, monitoring and evaluating the implementation of laws and policy documents in this area. KC has published a significant number of documents and other information (in both official languages and in English) on its website ([www.dogana-ks.org](http://www.dogana-ks.org)). These documents and information include the needs of the public by prior analysis and are based on preparation and rankings of the knowledge gained professionally in this service. KC also applies to the new operating system of data processing (ASYCUDA), which affects the transparency and efficiency by enabling businesses to declare customs documents from any location with Internet access. Regarding additional activities for communication and public information, the institution often published and distributed brochures, manuals of various statistics, and provided fast and accurate information in order to increase transparency. Finally, in terms of qualifications, experience and relevant training attended by the staff of CIO, records show relevant formal qualifications, substantial relevant work experience (from 4 to 7 years) and participation in training in duration 1 up to 2 months during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, **Kosovo Customs, with Institutional Transparency Index (ITI) of 93**, shows that in 2012 the institution was **not totally open**.

## **16. Ombudsman Institution (OI)**

For implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, OI also applies to the Ombudsman Law, which states that the institution is responsible, among other things, to promote the human rights and efforts to fight all forms of discrimination through awareness, especially through information and education through media to publish reports, opinions, recommendations, proposals and reports, and prepare annual and periodicals reports, and others on the situation of human rights and fundamental freedoms in Kosovo. This law also provides the procedure for examining complaints, according to which the Ombudsman may publish special reports in the media about violations committed by a public institution, if the latter, after the repeated requests does not respond adequately to its proposals and recommendations. The responsible structure for communications and public information was established Media and Public Relations Office (MPRO), consisting of one official, in the position of spokesperson. However, it is not clear the full content of other provisions regulating the structures, resources and specific obligations of the institution for communication and public information. On the other hand, it is not entirely clear what the mechanisms and implementing measures to ensure full implementation of the constitutional provisions are nor what the implementing legislation defines.

Regarding the issue of classification and selection of sensitive public documents of OI from those where public access is allowed, it is not at all clear what what legal provisions this institution applies to nor what the mechanisms and implementing measures are. On the other hand, regarding the use of official languages and those in use, it is clear that the Ombudsman Law provides that "the language of the Institution of Ombudsman are the official languages provided by the Constitution and the law", but it is not clear what are the measures and enforcement mechanisms and how they function. Concerning the internal structures, the organizational chart of OI provides the MPRO as part of the institution, but there are no detailed explanations about its function within the institution. The same is true regarding the Terms of Reference (TR) and Job Descriptions (JD) of its staff, as it is not clear what are the mechanisms and implementing measures. Similar is the situation regarding the reporting and performance evaluation, since we know that there is performance evaluation reporting on weekly, monthly and annually basis, but it is not clear how these are carried out and in accordance to what standards, criteria and processes. Regarding allocated resources for MPRO during the period covered by this evaluation, except the human resources (specified above), there is no exact amount. The same applies in relation to the amount of resources used to implement the policy documents and the amount of planned resources for the following year.

This office operates based on a work plan, which contains four objectives: the protection and promotion of human rights as a core mission of OI; media pressure to influence solving cases, providing public information as required by LAPD, and strengthening the role and image of the OI in public as the protector and advocate of human rights. Further, the main measure taken by this institution to fulfill these objectives is responding to the requests for public access to documents held by this institution, handling complaints, and the authorizing responsible officials for implementing both these measures. Regarding activities, this work plan provides organizing an information campaign in municipalities, publication of a leaflet with information about access to public documents, roundtables with civil society and media, which dealt with public, documents access. However, it is not clear what are measures for monitoring regular and reporting and how they are applied.

According to its data, during the period covered by this evaluation, OI had regular (daily) communication with about 100 different local and international media. OI also held 11 roundtables in the presence of media, released 60 press releases and published three reports and two information bulletins about its work, which were sent to all media that had participated. On the other hand, according to them, during this period, 20 CSOs have been involved in their work, but it is not clear in what activities, or the type of their involvement (information exchange - consultation - cooperation - partnership), except the two reports published in collaboration with two CSOs (but it is not clear which CSO). OI has no legal mandate to sponsor legislative documents, and consequently there is no such document drafted during the period covered by this evaluation, nor any non-governmental association involved. On the other hand, according to the data provided, this institution during this period has not drafted any policy or planning document, and therefore there are no such associations involved. The same applies in regards to the involvement of such associations in the implementation and monitoring and evaluation of the implementation of these kinds of documents.

OI has published in its website ([www.ombudspersonkosovo.org](http://www.ombudspersonkosovo.org)) a significant number of documents and other information (in both official languages and in English), and OI has not taken any additional activity for communication and public information during the period covered by this evaluation (except the activities mentioned above). Finally, regarding qualifications, experience and relevant training attended by the staff of MPRO, the data show relatively relevant formal qualifications, significant work experience (over 4 years, although it is not known how relevant) and participation in training in a duration of 1 to 2 weeks during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, the **Ombudsman institution, with Institutional Transparency Index (ITI) of 42**, shows that in 2012 has been a **closed** institution.

## 17. Kosovo Judicial Council (KJC)

For the implementation of constitutional provisions that guarantee the right of citizens to access public documents, except the LAPD, KJC and the whole court system in the country also applies to the Law on KJC, the Law on Courts, Regulation on KJC Organization, Regulation on Internal Organization of Courts, Manual on Court Management, Regulation on Appointment of Judges Work Norms, Regulation on Judges Performance Evaluation and AI for Implementation of LAPD. However, it is not clear the content of specific provisions for public communication and information, and what principles and rules they define, in order to ensure the implementation of constitutional and legal provisions. Regarding the issue of classification and selection of sensitive public documents of KJC from those where public access is allowed, except referring to LAPD it is not clear what specific legal provisions this institution is applying nor what are the mechanisms and enforcement measures. The same is true regarding the use of official languages and those in use, since they only referred to the Law on Use of Languages, but it is not clear what are the measures and enforcement mechanisms and how they function.

Concerning the internal structures, at the central level (in KJC), within the organizational chart of the Secretariat, it is provided the operation of Information and Protocol Office (IPO). Regarding the implementation mechanisms at each court, the Manual on Court Management defines the role and responsibilities of the Public Information Coordinator, protocols and forms for internal and external communication, public access on information materials, and generally, a more coordinated communication with public, with the aim of improving the communication of courts with public. There are 9 information officials at courts in general: 1 in Supreme Court, 1 in Court of Appeal and 7 in Basic Courts. However, according to data provided by KJC, it is not clear whether these mechanisms are functional and what are the enforcement measures to ensure full implementation of constitutional provisions and neither what the implementing legislation defines regarding this issue. Regarding the Terms of Reference (TR) of IPO of KJC, according to the data of this institution, they are not yet approved. On the other hand, the Regulation of KJC on Job Description defines Job Descriptions (JD) of its staff. However, it is not clear what are the mechanisms and implementing measures. The situation regarding the reporting and performance evaluation is similar, as they only referred to the Civil Service Law, which regulates the issue of evaluation and performance at work, but it is not clear how these are carried out and in accordance to what standards, criteria and processes. Regarding the allocated resources for IPO during the period covered by this evaluation, except the human resources (specified above), there is no clear exact amount, except that it is said to be insufficient. The same applies regarding the amount of resources for implementation of policy documents and the amount of resources planned for the following year.

Currently there is not a single policy document where the operation of this office would be based, the Strategic Plan for Kosovo Judiciary 2013 - 2018 is being drafted, which is expected to define the specific mechanisms for public communication, as a means of public information in courts, the development plan for providing regular and accurate information to the public about the work and

the performance of the judicial system, and the development of a web-site for country's judiciary in order to facilitate the release of information needed. In addition, it is expected to develop a strategy of KJC on Public Relations. Further, based on the vision for "an independent judicial system, accessible to all, fair and efficient in its operations, responsible and functional according to the highest standards of honesty, integrity, professionalism and transparency", it has provided a range of implementing measures and activities in court level; such as publishing brochures, preparation of forms to assist in making more frequent requests in courts and placing them in public spaces. On the other hand, provided the implementing measures at the KJC include publishing the schedule of hearings, court communications and updated lists of the staff and judges, court maintenance publications, brochures, forms in sufficient numbers and available to the public; publication of statistical reports and other numerical data for presenting the work of the judicial system (especially regarding the reduction of the backlog); announcement of job vacancies and providing additional information and application forms for public, coordination of the activities on public awareness and other outdoor activities; public instruction, regarding the services of court proceedings and cases' status, as well as the publication of Collegium decisions and other relevant conclusions. However, it is not clear what the measures for monitoring and regular reporting are and how they are applied.

According to the KJC data, during the period covered by this evaluation, the KJC had regular communication with all local media interested in its work and the judicial system in general. Communication was carried out in two ways: on the initiative of information officials, in order to release the information, and upon the request of the media, in principle, considering the confidentiality of the institution. On the other hand, according to their data during this period KJC involved seven CSO on their work, mostly according to the requests of the CSOs about the activities focused on judicial statistics. However, it is not clear what the exact type of their involvement is (exchange of information - consultation - cooperation - partnership). KJC has no legal mandate to sponsor legislative documents, and consequently there is no such document drafted during the period covered by this evaluation, nor has any non-governmental association involved. Regarding the policy documents, during the period covered by this evaluation KJC has drafted a Strategy for Information Technology and Communications, but its drafting did not involve any such association. The same applies regarding the involvement of such associations in the implementation and monitoring of evaluation of the implementation of these kinds of documents. KJC published on its website ([www.kgjk-ks.org](http://www.kgjk-ks.org)) a significant number of documents and other information (in both official languages and in English), but has not taken any additional activity for communication and public information during the period covered by this evaluation (in addition to the above activities). Finally, regarding the qualifications, experience and relevant training attended by the staff, the data show relatively relevant formal qualifications, work experience (about 18 years, although it is not known how relevant), but no trainings attended during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, the **Kosovo Judicial Council, with Institutional Transparency Index (ITI) of 49**, shows that in 2012 has been a closed institution.

## 18. Kosovo Police (KP)

For the implementation of constitutional provisions that guarantee the right of citizens to access public documents, except LAPD, KP also applies the Law on Police, and Principles and Procedures of KP. The law defines that transparency, (respectively providing information to the public and being open to the public), is one of the five principles of its work. Principles and Procedures define that this institution, directly or through the media, informs the public about the issues they deal with, unless it would be against its work or legitimate interests of others. In practice, KP enables the public to have access to the information and data on its activities and does not recognize the right of the media to report on issues dealing directly with the public and the publication of information, up to the limits where rights of the individual are not violated, the prosecution and investigation of the defendants is not obstructed. KP also cooperates with media on issues of general social interest, in order to increase its prestige, authority and accountability in its work. More specifically, regarding the mechanisms and implementing measures, KP informs the public about the offenses committed, traffic accidents and other incidents, through press conferences, press releases and direct communication with media. However, it is not clear how exactly these mechanisms and other implementing measures are applied to ensure the implementation of constitutional and legal provisions for communications and public information.

Regarding the classification and selection of sensitive public documents KP from those where public access is allowed, it is clear that KP has approved a decision that regulates this issue and which defines the standards of classification of official documents and administrative codes that are applied on official documents drafted by organizational levels of KP. However, it is not clear what specific legal provisions this institution is implementing and what mechanisms and implementing measures there are. On the other hand, regarding the use of official languages and those in use, according to the data provided, this institution implements the constitutional provisions, but it is not clear what measures and enforcement mechanisms and how they function.

Regarding internal structures, the organizational structure of KP provides the function of the Information and Public Relations Office (IPRO), within its General Directorate, KP and Regional Directorates (seven of them). However, it is not clear the full content of other provisions that regulate the structures, resources and specific obligations of KP on communication and public information. The same is true about the mechanisms and implementing measures to ensure full implementation of the constitutional provisions in question and neither what the implementing legislation defines. Further, regarding the Terms of Reference (TR) of IPRO, it is clear that its competencies are defined by the principles and procedures of KP (specifically the principle 3:15), but it is not entirely clear what are the mechanisms and implementing measures. The situation regarding the reporting and performance evaluation is similar, since it is clear that the Police Law, administrative instructions and principles and procedures of KP regulate the standards of internal monitoring and evaluation, which is performed regularly (periodic and annual), but it is not clear how these are carried out and in accordance to what standards, criteria and processes.



Regarding the allocated resources for IPRO during the period covered by this evaluation, it is known that there had been sufficient human resources (with two extra officials recruited), which has met all the requirements for human resources. There are 7 information offices in Kosovo Police (six are regional and is within the general directorate). In total, the seven-IPROs have hired 11 police officers and 10 civilian officials (ie 21 of them). They also possess technical equipments, including specific programs for communication. However, in addition to human resources, there is no obvious exact amount for other categories. The same applies regarding the amount of resources to implement the policy documents and the amount of resources planned for the following year.

On the other hand, KP performance regarding communication and public information is based on a Strategy and Action Plan for Communication 2013 - 2015 of Ministry of Internal Affairs (it is not clear whether this document has been approved and is applicable). This document contains a strategic goal and six specific objectives. At the strategic level, it aims to increase the support and trust of citizens in MIA's work through strengthening the internal and external communication. On the other hand, the specific objectives aims to: (1) function of information offices in those agencies where there is a need for communication with public, (2) training the information officials, (3) structuring internal communication, for more effective public information, (4) providing fast and efficient access to information of public interest, (5) enhance communication with citizens, to ensure transparency and accountability, and (6) implementation of activities on european integration, and that are related with public relations. As for concrete measures to achieve these objectives, except the official responsible for handling requests for access to public documents and regular reporting for this purpose, it is not clear what are the measures for monitoring and regular reporting and how are they implemented. Regarding activities, it is not clear what activities are planned, neither what the measures and mechanisms to monitor and evaluate their implementation are.

According to the data of KP, during the period covered by this evaluation, KP had regular communication with all local media interested in their work. On the other hand, according to them, during this period KP involved 30 CSOs in their work, however, it is not clear what type involvement (exchange of information - consultation - cooperation - partnership). KP has no legal mandate to sponsor legislative documents, but in the context of the review of the Police Act (sponsored by MIA), carried out during the period covered by this evaluation, in its draft was not include any non-governmental associations. The same is true about policy documents, as long as no association has been involved in the drafting of the Strategic Development Plan and the 12 other policy documents of KP, which are drafted during the period covered by this evaluation (under the supervision of MIA). The same applies regarding the involvement of such associations in the implementation and monitoring of evaluation of the implementation of these kinds of documents.

During the period covered by this evaluation, KP has published 285 different documents on its website ([www.kosovopolice.com](http://www.kosovopolice.com)), dozens of files of video and audio formats including spots for various media campaigns, pictures of wanted

people, and more than 1,500 press releases for media. Almost all were published in Albanian and Serbian, and some of them even in English. In addition to activities related to communication and public information, except those mentioned above, during the period covered by this evaluation KP is focused in informing all police stations and regional departments to respond to all requests for official documents access. Finally, regarding qualifications, experience and relevant trainings attended by the staff of IPRO, the data show relatively relevant formal qualifications, significant work experience (from 9 to 12 years), and participation in trainings from one to 6 months during the period covered by this evaluation.

Based on the information provided for the purpose of this evaluation, the **Kosovo Police, with Institutional Transparency Index (ITI) of 57**, shows that in 2012 it has been partially an **open** institution.

## Public Enterprises

From the three (3) central public enterprises contacted for the purpose of this assessment (ANP, KEC and PTK), only PTK accepted the request for information for this evaluation.

### 19. Post and Telecom of Kosovo (PTK)

For implementation of constitutional provisions that guarantee the right of citizens to access public documents, except LAPD, PTK also implements the Law on Commercial Companies and Law on Public Enterprises, which define the foundations of corporate function, as well as its obligations for communication and public information. They also apply some special instructions and decisions, but it is not clear what such legal acts are, or what the content of their provisions are. It is also clear that there is a legal basis for the operation of the Public Communication and Information Department (PCID), whose structure is defined by internal laws and regulations. According to the data provided, this department deals only with the public documents access of this PE. Further, according to PTK, its sublegal acts require that all applications be processed in accordance with legal terms, protecting its interests and ensuring that its work is in accordance with the highest standards of transparency of public institutions. Besides PCID, other measures include reporting and certain restrictions, web site, Corporation information bulletin, and internal and public communication. However, it is not clear what the content of the provisions for communication and public information is. Also it is not entirely clear what the mechanisms and implementing measures to ensure the implementation of constitutional and legal provisions for communication and public information are. Regarding the classification and selection of sensitive public documents of PTK from those where public access is allowed and the use of official languages and those in use, it is not clear about the legal and procedural rules that are established and neither the mechanisms and enforcement measures.

Regarding the internal structures, the organizational structure of PTK provides the operation of PCID, within the Office of the Chief Executive. It is in the service of each business unit within PTK, with the aim of promoting and communicating the results of their work, and reports directly to the Chief Executive of the Corporation. Further, regarding the Terms of Reference (TR) of PCID and Job Descriptions (JD) of its staff, they are applicable, but it is not clear what are the mechanisms and implementing measures besides reporting to the Information Manager. Similar is the situation regarding the reporting and performance evaluation, since it is said that only carry them out every six months, but it is not clear how these are carried out and under what standards, criterias and processes. Regarding the allocated resources for PCID during the period covered by this evaluation, the number of employees is known (8), but it is not clear the amount of other categories of allocated resources. The same applies regarding the amount of resources for policy documents implementation and the amount of the resources planned for the following year.

On the other hand, PTK has drafted the Business Plan 2010 - 2015 during the period covered by this evaluation, but no non-governmental association was

involved in its drafting. As for monitoring and regular reporting on the implementation of such documents for communication and public information, except the internal audit, it is not clear what mechanisms and other measures are there and are they implemented. As for activities, it is not clear what activities are planned, neither what are the measures and mechanisms for monitoring and evaluating their implementation. According to PTK, during the period covered by this evaluation, PTK had regular communication with about 20 media, which were interested in its work. On the other hand, according to them, during this period, five non-governmental associations have been involved in its work (CSOs and business associations), however, it is not clear exactly what type of involvement (exchange of information - consultation - cooperation - partnership). The same applies to the involvement of such associations in monitoring and evaluation of the implementation of these kinds of documents.

During the period covered by this evaluation (while PTK has been in the process of privatization), it has published about 1,000 documents on its website ([www.ptkonline.com](http://www.ptkonline.com)), including its annual report and bulletin and its different tenders, job opportunities, etc. In addition to activities related to communication and public information, according to the data provided, PTK has not held any activity during the period covered by this evaluation. Finally, regarding qualifications, experience and relevant trainings attended by the staff of PCID, the data shows relatively relevant formal qualifications, significant work experience (up to 14 years), and no training attended during the period covered by this evaluation.

Based on the information provided for the purpose of this assessment, the **Post and Telecom of Kosovo**, with Institutional Transparency Index (ITI) of 47 shows that during 2012 was a closed public enterprise.

## Conclusions and recommendations

Based on the information provided by institutions and central public enterprises involved in the evaluation of this year, the report shows that there is progress in further completion of the framework and implementing legislation on communication and public information, there is still a lack of full and comprehensive coherence about what specific acts of legislation are applicable and shall be implemented. In this context, there are also uncertainties about what concrete measures and enforcement mechanisms are defined by this legislation. Ambiguities of this kind are due to different understanding of the nature and scope of legislation and communication and public information policies, as well as their different interpretation of the institutional structures for communication and public information.

Regarding the scope of policies for communication and public information within institutions and PE, it seems that the vast majority of their structures that are responsible for communication and public information were lacking a horizontal and coherent approach, based on sectors of this policy area. Consequently, these policies continue to be considered simply as a basis for the permission to access public documents. More specifically, these policies do not have as their essential part the involvement of different associations in development, implementation, and monitoring and evaluating the implementation of legislation and policies in all sectors and specific areas that are part of the function of an institution and a Public Enterprise.

On the other hand, it requires that non-governmental associations should represent the needs and interests of different categories of citizens in an organized and authentic manner. Regarding the latter, it still lacks a link between the scope of non-governmental associations and each specific policy area within the scope of each public institution. Therefore, most of the structures that are responsible for communication and public information within institutions face difficulties regarding a more proactive role in improving the involvement of non-governmental associations in development, application and monitoring and evaluation of the implementation of legislation and policies in all sectors. These difficulties are later reflected in all levels and aspects of the implementation of policies for communication and public information, which should be used by institutions and public enterprises not only as a means for providing public information on their activities, but they should intend continuous substantial improvement of transparency, accountability and citizen involvement in decision-making.

Based on these and other shortcomings identified within this evaluation of implementation of communication and public information policies, this report provides some recommendations for central institutions and public enterprise.

First, it is recommended that the central institutions should undertake joint efforts in defining the exact nature and scope of policies for communication and public information. This definition must take into account not only citizens access to public documents, but also necessary aspects for effective involvement of non-governmental associations, which represent the interests of citizens, in the entire

cycle of public policies, monitoring the performance of institutions, information on resources allocated and spent, and so on.

Second, based on this uniform definition, each institution should clarify, at the operational level, the main target groups of citizens whose they are obliged to provide services and other advantages.

Third, based on an approximate evaluation of the needs of target groups and the level of policy development in all sectors and areas that are within the area of responsibility of the relevant institution, the structure needs to develop the mission, vision and its objectives regarding communication and public information.

Fourth, based on the needs and interests of the target groups, as well as the mission, vision and key objectives of communication and public information, the legislation and enforcement framework, each institution should approve the Terms of Reference and Job Description of the structures and responsible officials for communications and public information, in order to be in harmony and facilitate to realize the vision, mission and key objectives identified by each institution for communication and public information.

Fifth, based on the nature of policies that each institution is mandated to implement, and on the nature, capacities and expertise of non-governmental associations (in particular CSOs), each institution should have clear links to each of these associations in each sector and policy area within its scope (including connection of these associations with concrete processes of development and implementation of all legislation and policies along all specific cycle).

Sixth, there is a need to conduct a detailed and comprehensive analysis of the applicable legislation for communication and public information and its implementation. Such an analysis should include the entire framework and relevant implementing legislation and focus on the current application of this legislation and its implementation, but also to identify possible discrepancies, improving the quality of implementing legislation and communication and public information policies, and then through this process to improve the understanding and capacities of responsible officials for dealing with this policy area.

Seventh, there is a need to conduct a detailed and comprehensive analysis of applicable policies for communication and public information and their enforcement. Such an analysis should include all existing policy documents for communication and public information at the central level, as well as the aspects of communication and public information within all policy documents of different sectors. Similar to the above, it will help in identifying the difficulties in implementing these policies and possible inconsistencies and duplication, improving the quality of policies and mechanisms and implementing measures for communication and public information, improving understanding and capacity building of responsible officials involved in this policy area.

Finally, it would be recommended to design a database of legislation and policies for communication and public information. This type of instrument would make a

logical hierarchical and functional connection between the legislation and policies at all levels and sectors that are within the scope of all central institutions. As such, it would help to clarify the scope of communication and information policies, identify measures and enforcement mechanisms, and improve the understanding and capacity building of responsible officials dealing with this policy area.

## Appendix 1: Transparency Index of Institutions and Public Enterprises for 2012 - Detailed overview

### Assembly of the Republic of Kosovo

|  |                   |
|--|-------------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 4 / 4             |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4             |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 3 / 4             |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4             |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4             |
| 6. Organizational Structure / organogram   | 3 / 4             |
| 7. Terms of Reference  | 2 / 4             |
| 8. Job Description   | 2 / 4             |
| 9. Standards of reporting, monitoring and performance evaluation   | 1 / 4             |
| 10. Human, financial and technical resources allocated during the covered period   | 1 / 4             |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 2 / 4             |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 1 / 4             |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 1 / 4             |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4             |
| 15. Direct and regular communication with media and CSOs during the covered period   | 4 / 4             |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4             |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 4 / 4             |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 2 / 4             |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 1 / 4             |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 1 / 4             |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 1 / 4             |
| 22. Official Website and its contents  | 4 / 4             |
| 23. Allocated resources for communication and public information for the following one - year period   | 0 / 4             |
| 24. Additional activities for communication and public information taken during the covered period   | 4 / 4             |
| 25. Qualifications of the responsible staff for communications and public information  | 3.5 / 4           |
| <b>Altogether</b>  | <b>55.5 / 100</b> |



## Office of the Prime Minister

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 4 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 1 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 1 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 1 / 4           |
| 6. Organizational Structure / organogram   | 2 / 4           |
| 7. Terms of Reference  | 1 / 4           |
| 8. Job Description   | 1 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 1 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 1 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 1 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 1 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 1 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 2 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 1 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 4 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 2 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 1 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 1 / 4           |
| 22. Official Website and its contents  | 3 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 1 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 3 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 0 / 4           |
| <b>Altogether</b>  | <b>39 / 100</b> |

### Ministry of Local Government Administration

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 4 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 3 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 3 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 1 / 4           |
| 6. Organizational Structure / organogram   | 2 / 4           |
| 7. Terms of Reference  | 3 / 4           |
| 8. Job Description   | 3 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 2 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 3 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 2 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 2 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 1 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 2 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 2 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 3 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 2 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 1 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 3 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 4 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 1 / 4           |
| <b>Altogether</b>  | <b>61 / 100</b> |

## Ministry of Education, Science and Technology

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 1 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 0 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 0 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 0 / 4           |
| 6. Organizational Structure / organogram   | 1 / 4           |
| 7. Terms of Reference  | 2 / 4           |
| 8. Job Description   | 1 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 2 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 4 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 2 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 1 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 0 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 1 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 1 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 2 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 3 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 0 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 0 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 1 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 4 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 1 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 1 / 4           |
| <b>Altogether</b>  | <b>35 / 100</b> |

## Ministry of Diaspora

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 4 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 3 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 1 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 2 / 4           |
| 7. Terms of Reference  | 2 / 4           |
| 8. Job Description   | 2 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 0 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 1 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 1 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 0 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 0 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 2 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 2 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 1 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 1 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 0 / 4           |
| 22. Official Website and its contents  | 3 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 3 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 0 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 0 / 4           |
| <b>Altogether</b>  | <b>37 / 100</b> |

## Ministry of Justice

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 4 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 3 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 3 / 4           |
| 7. Terms of References   | 2 / 4           |
| 8. Job Description   | 2 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 3 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 2 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 2 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 2 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 1 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 4 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 3 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 4 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 1 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 4 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 3 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 4 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 3 / 4           |
| <b>Altogether</b>  | <b>67 / 100</b> |

## Ministry of Finances e Financave

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 4 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 4 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 1 / 4           |
| 7. Terms of Reference  | 2 / 4           |
| 8. Job Description   | 2 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 2 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 2 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 2 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 2 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 0 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 2 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 2 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 3 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 1 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 1 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 1 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 1 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 0 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 0 / 4           |
| <b>Altogether</b>  | <b>47 / 100</b> |

## Ministry of Kosovo Security Force

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 2 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 1 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 1 / 4           |
| 7. Terms of Reference  | 1 / 4           |
| 8. Job Description   | 1 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 2 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 2 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 1 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 0 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 0 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 2 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered  | 4 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 3 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 2 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 2 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 2 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 2 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 0 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 2 / 4           |
| <b>Altogether</b>  | <b>44 / 100</b> |

## Ministry of European Integration

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 3 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 3 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 3 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 3 / 4           |
| 7. Terms of Reference  | 1 / 4           |
| 8. Job Description   | 1 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 2 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 2 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 2 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 2 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 2 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 2 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 2 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 2 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 0 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 0 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 0 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 2 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 2 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 3 / 4           |
| <b>Altogether</b>  | <b>51 / 100</b> |



## Ministry of Communities and Return

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 2 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 2 / 4           |
| 7. Terms of Reference  | 2 / 4           |
| 8. Job Description   | 2 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 2 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 2 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 1 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 1 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 1 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 4 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 2 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 1 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 2 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 2 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 1 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 2 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 2 / 4           |
| <b>Altogether</b>  | <b>48 / 100</b> |

## Ministry of Labour and Social Welfare

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 2 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 1 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 0 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 0 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 0 / 4           |
| 6. Organizational Structure / organogram   | 1 / 4           |
| 7. Terms of Reference  | 1 / 4           |
| 8. Job Description   | 1 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 1 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 1 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 1 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 1 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 0 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 0 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 2 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 2 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 0 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 2 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 3 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 0 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 0 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 1 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 0 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 2 / 4           |
| <b>Altogether</b>  | <b>26 / 100</b> |

## Ministry of Health

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 4 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 3 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 3 / 4           |
| 7. Terms of Reference  | 2 / 4           |
| 8. Job Description   | 2 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 3 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 2 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 3 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 2 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 3 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 3 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 4 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 4 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 4 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 4 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered                              | 2 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 4 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 2 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 3 / 4           |
| <b>Altogether</b>  | <b>73 / 100</b> |

## Ministry of Economic Development

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 2 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 1 / 4           |
| 7. Terms of Reference  | 1 / 4           |
| 8. Job Description   | 1 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 2 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 2 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 1 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 0 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 0 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 4 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 3 / 4           |
| 17. OSHC-të e përfshira në punën e institucionit gjatë periudhës së mbuluar, dhe llojet e aktiviteteve   | 1 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 2 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 1 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 1 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 0 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 2 / 4           |
| <b>Altogether</b>  | <b>41 / 100</b> |

### Anti-Corruption Agency

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 4 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 3 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 2 / 4           |
| 7. Terms of Reference  | 2 / 4           |
| 8. Job Description   | 2 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 1 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 1 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 1 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 1 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 1 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 3 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 3 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 2 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 4 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 0 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 3 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 3 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 2 / 4           |
| <b>Altogether</b>  | <b>53 / 100</b> |

## Kosovo Customs

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 4 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 4 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 4 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 4 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 3 / 4           |
| 6. Organizational Structure / organogram   | 4 / 4           |
| 7. Terms of Reference  | 4 / 4           |
| 8. Job Description   | 4 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 4 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 4 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 4 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 3 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 4 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 4 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered  | 4 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 4 / 4           |
| 18. Involvement of non-governmental associations in drafting legal basis papers during the covered period.   | 3 / 4           |
| 19. Involvement of non-governmental associations in drafting legislation during the covered period   | 3 / 4           |
| 20. Involvement of non-governmental associations in drafting policy documents during the covered period  | 3 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 3 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 4 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 3 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 4 / 4           |
| <b>Altogether</b>  | <b>93 / 100</b> |

## Ombudsman Institution

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 3 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 0 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 0 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 2 / 4           |
| 7. Terms of Reference  | 2 / 4           |
| 8. Job Description   | 2 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 1 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 2 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 3 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 2 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 2 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 4 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 2 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 0 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 0 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 0 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 0 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 1 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 2 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 2 / 4           |
| <b>Altogether</b>  | <b>42 / 100</b> |

## Kosovo Judicial Council

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 2 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 1 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 2 / 4           |
| 7. Terms of Reference  | 1 / 4           |
| 8. Job Description   | 1 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 1 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 1 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 2 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 3 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 2 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 4 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 3 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 4 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 2 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 0 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 0 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 1 / 4           |
| <b>Altogether</b>  | <b>49 / 100</b> |



## Kosovo Police

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 3 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 2 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 2 / 4           |
| 7. Terms of Reference  | 2 / 4           |
| 8. Job Description   | 2 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 2 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 2 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 3 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 2 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 1 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 2 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 4 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 2 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 2 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 1 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 2 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 2 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 3 / 4           |
| <b>Altogether</b>  | <b>57 / 100</b> |

## Post and Telecom of Kosovo

|  |                 |
|--|-----------------|
| 1. Legal basis defined by subsidiary act that regulates the function of the institution  | 2 / 4           |
| 2. Structures, resources and obligations provided by subsidiary act that regulates the function of the institution   | 2 / 4           |
| 3. Mechanisms and enforcement measures provided by subsidiary act that regulates the function of the institution   | 3 / 4           |
| 4. Classification and selection of official documents (including mechanisms and implementing measures)   | 1 / 4           |
| 5. The use of official languages (including mechanisms and implementing measures)  | 2 / 4           |
| 6. Organizational Structure / organogram   | 3 / 4           |
| 7. Terms of Reference  | 2 / 4           |
| 8. Job Description   | 2 / 4           |
| 9. Standards of reporting, monitoring and performance evaluation   | 2 / 4           |
| 10. Human, financial and technical resources allocated during the covered period   | 1 / 4           |
| 11. Policy documents for communication and public information (including objectives, measures and mechanisms for monitoring and reporting on their implementation)   | 0 / 4           |
| 12. The specific content of policy documents in order to ensure public documents access (including objectives, measures and mechanisms for monitoring and reporting) | 1 / 4           |
| 13. Concrete activities provided in the annual plan (including mechanisms and measures for monitoring and reporting)   | 0 / 4           |
| 14. Allocated resources for implementation of policy documents on communication and public information during the covered period                                     | 1 / 4           |
| 15. Direct and regular communication with media and CSOs during the covered period   | 2 / 4           |
| 16. Media which was regularly communicated with during the covered period, and types of the activities   | 4 / 4           |
| 17. CSOs involved in the work of the institution during the covered period, and types of the activities  | 2 / 4           |
| 18. Involvement of non-governmental associations in drafting legislation during the covered period   | 4 / 4           |
| 19. Involvement of non-governmental associations in drafting policy documents during the covered period  | 2 / 4           |
| 20. Involvement of non-governmental associations in implementation of policy documents during the covered period   | 2 / 4           |
| 21. Involvement of non-governmental associations in monitoring and evaluating the implementation of policy documents during the covered period                       | 1 / 4           |
| 22. Official Website and its contents  | 4 / 4           |
| 23. Allocated resources for communication and public information for the following one - year period   | 1 / 4           |
| 24. Additional activities for communication and public information taken during the covered period   | 0 / 4           |
| 25. Qualifications of the responsible staff for communications and public information  | 3 / 4           |
| <b>Altogether</b>  | <b>47 / 100</b> |

# Transparency Evaluation in Municipalities

## Introduction

This evaluation is the second of this kind, focused on municipalities. Similar with the previous study, it aims to evaluate the performance of municipalities in implementation of the Law on Access to Public Documents and other aspects of communication and public information during the period from January to December 2012. Like previous evaluations, this one is also based on data collection from each municipality, through a structured questionnaire, consisted of 25 components: 24 questions and a table. This assessment focuses on these specific issues at the municipal level: the legal and regulatory framework for communications and public information, policy framework for communications and public information, institutional/organizational framework for communication and public information, institutional capacities for implementation regarding communication and public information, and implementation in practice.<sup>6</sup>

Collection of quantitative and qualitative data on each issue was carried out through this Questionnaire. The Questionnaires were sent to Administration Directors and responsible municipal officials for public relations, and Municipal Mayors were informed as well. Therefore, these officials are responsible for all the findings that this report contains. At the introduction part of the questionnaire, the respondents were instructed thoroughly and accurately on how to fill in the questionnaire and the type of required information in order to provide a more accurate and comprehensive evaluation. Although this evaluation questionnaire was sent to 32 municipalities,<sup>7</sup> but only 17 of them responded positively, respectively the Municipality of Drenas, Ferizaj, Gračanica, Gjakova, Hani Elezit, Istog, Kamenica, Kline, Klokot, Mitrovica, Novo Berdo, Peja, Podujeva, Prizren, Shtime, Skenderaj and Vushtrri. The questionnaire was sent to them in January 2013 and they had time to respond until the end of March 2013.

## Constitutional and Legal provisions for access to public documents

The Constitution of the Republic of Kosovo, Article 41, provides that "Every person has the right of access to official documents." Further, it states, "public institutions and state bodies documents are public, except the information that is restricted by law due to privacy, trade or business secrets and security classification."<sup>8</sup> Through this, the Constitution establishes rights and obligations. On one hand, it provides citizens the right of freely access institutions and public enterprises documents, both at central and local level. On the other hand, it requires public institutions to establish all the mechanisms and supporting infrastructure, and to take all the necessary measures to ensure fulfillment of this

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<sup>6</sup> For a detailed description of each component see the previous report available at:

[http://levizjafol.org/images/uploads/files/Transparenca\\_e\\_Komunave\\_2012\\_Raport\\_FINAL.pdf](http://levizjafol.org/images/uploads/files/Transparenca_e_Komunave_2012_Raport_FINAL.pdf)

<sup>7</sup> Municipalities contacted are: Deçan, Dragash, Ferizaj, Fushë-Kosovë, Gjakovë, Gjilan, Glogoc, Graçanic, Hani Elezit, Istog, Junik, Kamenica, Kaçanik, Klina, Klokot, Lipjan, Malisheva, Mitrovica, Novobërda, Obiliq, Podujeva, Pej, Prishtina, Prizren, Rahovec, Ranillugu, Shtërpca, Shtime, Skënderaj, Suhareka, Vitia and Vushtrri.

<sup>8</sup> *The Constitution of the Republic of Kosovo, Article 41*, available at [http://ëëë.assembly-kosova.org/common/docs/Kushtetuta\\_sh.pdf](http://ëëë.assembly-kosova.org/common/docs/Kushtetuta_sh.pdf)

right, starting from the definition of their specific obligations through implementing legislation, which should then be reflected and implemented within the framework of the policies of each institution. The Constitution also defines that this right may be restricted in cases where the access to information containing certain documents violates the privacy, or when this information is about business secrets or it should be classified for reasons of public safety. Further, it is mentioned that these restrictions should be defined in more details by law.

The law is no. 03/L-215 on Access to Public Documents (LAPD). This law defines that its implementation aims to "[...] guarantee the right of every individual and legal body, without discrimination on any grounds, to have access, upon request, on the documents withheld, written or received by public institutions."<sup>9</sup> It also provides the principles, conditions and restrictions on access to public documents and rules for easier access concerning this right. Further, regarding specifically Municipalities, Article 123(4) of the Constitution defines that "local self-government is based on the principles of good governance, transparency, efficiency and effectiveness in the delivery of public services, paying particular attention to the specific needs and concerns to the communities which do not consist of the majority and their members", while Article 124(1) states that "Municipalities have a high degree of local self-government and should encourage and ensure active participation of all citizens in the decision-making processes of local authorities." Third, the Law no. 03/L-040 on Local Government<sup>10</sup>, article 68, defines the basic principles and obligations of municipalities regarding transparency, public information and consultation and public participation in the Local Government. Without going into further details on the methods and procedures of access to public documents, more important is the implementation of these obligations effectively by public institutions. This obliges them to establish and enable the entire necessary legal infrastructure and institutional and necessary capacities to fulfill their duties.

Regarding the subsidiary acts on implementation of LAPD, this law obliges the government within three months after it is applicable to draft subsidiary acts for its implementation<sup>11</sup>, but it does specify neither the scope nor the number of these subsidiary acts. The implementing legal basis should specifically define the structures, resources and relevant specific obligations within each institution for communication and public information, as well as implementing mechanisms and measures to achieve this, including the issue of classification and selection of sensitive public documents from public documents where the access is permitted. In order to meet respective obligations within structures and implementation mechanisms, each institution is required to establish appropriate technical and regulatory infrastructure: reflection of the resources and obligations within their organizational structure / organogram, the Terms of Reference (TR) and Job Descriptions (JD), which specifically define the responsibilities of institutional

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<sup>9</sup> Law on access to public documents article 1, available at:

<http://ëëë.kuvendikosoves.org/common/docs/ligjet/2010-215-alb.pdf>

<sup>10</sup> Law on Local Self-Government, [http://ëëë.assembly-kosova.org/common/docs/ligjet/2008\\_03-L040\\_al.pdf](http://ëëë.assembly-kosova.org/common/docs/ligjet/2008_03-L040_al.pdf)

<sup>11</sup> Ibid, article 26, paragraphs 1 and 2

structures for communication and public information and specific tasks of the relevant staff..

In addition, the effective implementation of the legal and regulatory framework requires the existence of internal standards for monitoring, reporting and performance evaluation, allocation of sufficient resources (human, financial and technical) for the function of internal structures, including the implementation of policy documents and relevant work plans. Regarding the latter, the component of communication and public information should be reflected in all components, in the form of objectives and specific activities, within the time limits. Finally, administrative practices are needed so that within each institution / public enterprise is created and developed a culture that promotes regular communication and involvement of media and civil society organizations in their regular work, in particular the draft, implementation and monitoring and evaluation of the implementation of the relevant legal framework and policies.

The following section of the report presents findings, in each municipality involved in this evaluation (in alphabetical order).

## 1. Municipality of Drenas

Regarding **legal and regulatory framework** at the municipal level, there are clear **provisions of the statute** that aim the implementation of the constitutional provisions for communications and public information, including those that regulate the mechanisms of implementation of public demands for participation in municipal decision-making, public consultations, public meetings with citizens, surveys, contacts with interest groups and impact evaluation studies. The municipality has also approved the Municipal Transparency Regulation, which defines the obligations, structures and resources within municipal structures to meet the relevant constitutional and legal obligations. The same is true regarding the mechanisms and implementing measures provided by this act, including regulating classification and selection of sensitive public documents from those where public access is permitted. On the other hand, this municipality implements the Law on the Use of Official Languages, and the regulation in question does not provide the mechanisms and implementing measures to regulate the use of official languages and those in use in this municipality.

According to the data provided, **the organizational structure** of Drenas provides the operation of a Public Relations Office (PRO), but it is not clear what the structure of this office is, within the overall hierarchical structure of the municipality and its function. Regarding the Terms of Reference (TR) of this office, they are at the stage of defining clear responsibilities and the number of officials. However, according to the data provided, it is said that there are Job Descriptions of its officials, but there is no explanations about them. Regarding the **policy and implementation plans framework**, the municipality of Drenas only has an annual work plan, which involves communications and public information as well. Except the appointment of the responsible official for responding to the requests for access to public documents, they also claimed that within the annual plan of the Municipality are provided activities for communication and public information like awareness campaigns, leaflets, cooperation with media and public gatherings.

When dealing with **institutional capacities and framework** for communication and public information, according to the data provided, PRO implements the standards of internal reporting and monitoring and performance evaluation, these reports are made every three months in the Ministry of Local Government Administration (MLGA) and Prime Minister's office, but there is no more explanation. Regarding human resources, the data show relatively relevant formal qualifications, work experience over nine years and no trainings attended during the period covered by this evaluation. Except human resources, it is not clear the amounts of other categories of allocated resources for communication and public information. The same is true regarding resources for implementation of communication and public information activities during the approval of policy and planning documents and those for communication and public information for the following year.

Regarding the **implementation issues**, this municipality has communicated on a daily basis with 3 local media and 6 central media, but the types of activities that

they have communicated about are not known. The same is true regarding the involvement of local civil society organizations in the work of this municipality, they only mentioned five of them, but did not specify the duration and the role of each of their involvement. When it comes to the involvement of non-government associations in drafting legislation and policies, no association have been involved in this process during the period covered by this evaluation. The same is true regarding the involvement of these associations in the implementation, monitoring and evaluation of the implementation of legislation and policy documents of this municipality. Finally, it is said on this municipal's website that all the documents have been published, but no further details were given, whereas public meetings, media announcement, Mayor meetings, daily and weekly activities to inform citizens of their right to access the municipal documents are mentioned as additional activities for communication and public information.

## 2. Municipality of Ferizaj

Regarding **legal and regulatory framework** at the municipal level, there are clear provisions in the Statute of the Municipality for communications and public information, aiming to implement the relevant constitutional and legal provisions. The municipality has also approved the Municipal Transparency Regulation, but it is not clear what obligations, structures and specific resources within the municipal structures provide this regulation in order to meet the relevant constitutional and legal obligations. The same is true regarding mechanisms and enforcement measures. The same is true regarding the regulation of classification and selection of sensitive public documents from those where public access is permitted, since they only refer to the relevant provisions of LAPD. Further, regarding the use of official languages and those in use in this municipality, the Municipal Regulation on the Use of Languages regulates this matter, but it is not clear what the mechanisms and implementing measures are. According to the data provided by the Municipality of Ferizaj, a Public Information Unit is part of its organizational structure, but it is not clear if there are Terms of Reference (TR), whereas they have stated that there are Job Descriptions (JD), but it is not clear how it works. The same applies regarding internal reporting and monitoring standards of performance evaluation.

When dealing with the **institutional capacities and framework** for communication and public information, the data provided by this municipality about human capacities show relatively relevant formal qualifications, work experience over 2 years and participation in training for 3 days, but it is not clear the amount of allocated resources for other categories. The same applies regarding the amount of allocated resources for implementation of communication and public information activities within their plans and the amount of resources planned for the following year. Concerning the **The policy framework and implementation plans**, Municipality Ferizaj does not have such a plan, and did not mention any component of communication and public information within the Annual Plan of the Municipality. Consequently, there is no any specific list of objectives for this area, neither any clear list of activities



planned, they have only mentioned the work they've done in a city guide and an informative newsletter that is published every year.

Regarding **implementation issues**, this municipality had regular communication with 3 local media (including airing of Municipal Assembly sessions by one of them), but it is not clear what types of activities are concerned. The same is true regarding the involvement of local CSOs in the work of this municipality, for they mentioned only three of them, but it is not clear about the types of activities and the duration of their involvement (except the cooperation with one of the local CSOs in the selection of heads of villages and settlements and urban areas of the city in 2012). Regarding the involvement of non-government associations in drafting and implementation of legislation and policies, no such associations have been involved, except one of them in monitoring and evaluating the implementation of legislation and policies, but there are no further details. Finally, on the website of the municipality all official documents of the municipality are published (as the municipal budget, regulations, decisions, notices, advertisements, announcements of tenders) but no further details were given, but as additional communication activities public information and public debates have mentioned (draft budget, draft regulations and various regulatory and urban plans).

### 3. Municipality of Gračanica

Regarding **legal and regulatory framework** at the local level, at the time of data collection, the Statute of the Municipality did not provide any legal responsibilities for institutional structures for communication and public information, but this document has been revised, and it was defined that when the new Statute becomes applicable (in March 2013), such an office is provided within the new organizational structure of the municipality. This municipality has a Municipal Transparency Regulation and a Regulation for Internal Organization of Municipal Administration, and the latter (which became applicable in 2012) has provided a position of a public relations official (according to the data provided, currently two officials with a same position), but at the time of data collection for this evaluation this position was not operative. Consequently, it is not entirely clear what obligations, structures and specific resources within municipal structures provide this implementing legislation in order to meet the relevant constitutional and legal obligations. The same is true regarding mechanisms and enforcement measures. The same applies also for classification and selection of sensitive public documents from those where public access is permitted. Further, regarding the use of official languages and those in use in this municipality, this matter is regulated by Municipal Regulation on Use of Languages, but it is not clear what are the mechanisms and implementing measures. According to data provided by the Municipality of Gračanica, within its **organizational structure**, has not been provided with a public communication office, but there is a public information officer, and when the Statute shall be revised, such a structure will be provided in the new organogram the Municipality. Further, they said they have Terms of Reference (TR) and Job Descriptions (JD) for the official in question, which are provided by the Municipal Transparency Regulation, but their content is

not clear. The same applies regarding the internal reporting and monitoring standards and performance evaluation.

When dealing with **institutional capacities and framework** for communication and public information, the data provided by this municipality regarding human capacities show not that relevant formal qualifications, working experience 3 to 5 years and no participation in any trainings, but it is not clear what the amount of other categories of allocated resources are. The same applies in regards to the amount of allocated resources for implementation of communication and public information activities within their plans and the amount of resources planned for the following year. At the level of policy framework and implementation plans, municipality of Gracanica has no such document, and consequently there is no specific list of objectives for this area, nor a clear list of activities planned, and neither mechanisms and implementing measures of municipal communication and public information policies. Regarding **implementation issues**, this municipality has not given any information about the media they may have communicated nor the CSOs involved in its work during the period covered by this evaluation. The same is true regarding the involvement of non-government associations in drafting, implementation and evaluation of the implementation of legislation and policies. The municipality has also not given any information about the content of its website, nor on additional activities for communication and public information.

#### 4. Municipality of Gjakova

Regarding **legal and regulatory framework** at the municipal level, it is not clear which is the content of the provisions of the Statute for implementation of constitutional and legal provisions for communications and public information. Furthermore, this municipality has the Municipal Transparency Regulation, but it is not clear what obligations, structures and specific resources within municipal structures this regulation provides to ensure the implementation of relevant constitutional and legal obligations. The same is true about the mechanisms and implementing measures provided in this act, as well as the classification and selection of sensitive documents and the use of official languages and those in use. According to the data provided by the Municipality of Gjakova, Public Information Office (PIO) is part of the organizational chart of the Municipality and operates within the Department of General Administration, but it is not clear whether this office has the Terms of Reference (TR), whereas Job Descriptions (JD) for its three officials are being drafted.

At the level of **policy and implementation plans framework**, Municipality of Gjakova stated that PIO operates on a strategy and action plan for communication and public information, but the content of these documents is not available. The same applies regarding the objectives and activities on these policies, and measures and mechanisms for regular monitoring and reporting of policy implementation in this area. Concerning the **institutional capacities and framework** for communication and public information, according to the data provided by this municipality, performance evaluation is conducted semi-annually and annually, but it is not clear what standards of internal reporting and

monitoring and performance evaluation are there. Regarding human resources, the data shows higher formal qualifications, work experience 10 to 30 years and participation in trainings 1 to 3 months (although it is not clear their relevance to the three categories). However, it is unclear the amounts of other categories of resources of this office for implementation of policies and the planned amount for the following year.

Regarding **implementation issues**, this municipality had regular communication with 14 local and national media, but it is not clear what types of activities are concerned. The same is true regarding the involvement of local CSOs in its work during the period covered by this evaluation, since they only mention two of them. They only mentioned some political events in general but did not explain the duration and the type of their involvement. Regarding the involvement of non-governmental associations in drafting and implementation of local policies and legislation, no association has been involved, except one in monitoring and evaluating the implementation of legislation and local policies, but no details were given. Finally, they stated that on the website of the municipality are published all official documents of the municipality, but no further details were given, and no additional activities were carried out for communication and public information.

## 5. Municipality of Hani Elezit

Regarding **legal and regulatory framework** at the municipal level, the content of the provisions of the Statute of this Municipality on communication and public information is clear. This municipality also applies the Municipal Transparency Regulation and Regulations for Access to Public Documents (approved in 2011), which define the obligations, structures and specific resources within municipal structures in order to meet the relevant constitutional and legal obligations. However, it is not entirely clear what the mechanisms and implementing measures are beyond the purpose and scope of the latter regulation. On the other hand, except frame laws and Municipal Regulation on the Use of Languages, it is not clear what provisions, enforcement mechanisms and measures for classification and selection of public documents and use of Official languages and those in use, are available in this municipality. According to data provided by the Municipality of Hani Elezit, its Office of Communication and Public Information (OCPI) is provided within its organizational structure, as well as the Terms of Reference (TR) and Job Descriptions (JD) for an information official.

At the level of **policy and implementation plans framework**, Municipality of Hani Elezit has approved the Work Plan, part of which is the agenda of OCPI, which contains objectives and 8 planned and budgeted activities. Activities include the use of web site of the Municipality, public billboards in villages, local media, periodic press conferences, Mayor's regular meetings with citizens, public announcements in the most frequented places in the municipality, and printing and distribution of brochures, various posters and leaflets. When dealing with institutional capacities and framework for communication and public information, the data (a staff member) show higher formal qualifications, 4 years work experience (although not known the relevance to both categories) and no

trainings attended. On the other hand, in accordance with the Work Plan, the OCPI was allocated a budget of € 1.250 for implementation of communication and public information activities. According to the data provided, staff's performance evaluation is conducted semi-annually and annually, but it is not clear what standards of internal reporting, monitoring and performance evaluation can be.

Regarding **implementation issues** during the period covered by this evaluation this municipality communicated with one local media, when needed and seven central media, but it is not clear about what types of activities. A specific problem for this municipality is that no local media, national media network cover this area and they have no reporters in this municipality. On the other hand, during this period, in its work were involved five CSO (central and local), but it is not clear about what kind of activities and involvement. Furthermore, during this period, non-governmental associations were involved in the drafting of regulations and 3 plans, but it is not clear about which regulations and which associations. On the other hand, no associations were involved in the implementation, monitoring, and evaluation of the implementation of legislation and policies for communications and public information. Finally, it is said that on the website of the municipality are published a number of documents, but this municipality did not carry out any additional activities for communication and public information.

## 6. Municipality of Istog

Regarding **legal and regulatory framework** at the municipal level, the content of the provisions of the Statute of this Municipality on communication and public information is clear. This municipality also applies the Municipal Transparency Regulation, which defines obligations, structures and specific resources for communications and public information, as well as mechanisms and implementing measures. According to them, this Regulation regulates the classification and selection of sensitive public documents, whereas the Municipal Regulation on the Use of Languages the issue of the Use of official languages and those in use, but it is not clear what the content of specific provisions are, nor what the mechanisms and implementing measures are. The organogram of the Municipality of Istog provides the operation of the Office for Communications and Public Information (OCPI), as well as the Terms of Reference (TR) and Job Descriptions (JD) for its information official, but all we know is that OCPI operates within the Office of the Mayor, and no additional explanation was given.

When dealing with **institutional capacities and framework** for communication and public information, the data provided by this municipality show higher formal qualifications, work experience up to 31 years (although it is not clear how relevant it is) and training participation a of week, but it is not clear the amount of other categories of allocated resources, including the amount of the resources for implementation of current policies and the following year ones. Staff's performance evaluation is conducted in accordance with the Regulation of the Ministry of Public Administration, however it is not clear what the standards of internal reporting and monitoring and performance evaluation is. At the level of policy and implementation plans framework, Municipality of Istog has not

developed any policy documents or implementation plan for communication and public information. Consequently, it does not have objectives to achieve in this area, nor activities and measures and mechanisms for monitoring and regular reporting on their implementation (except appointment of a responsible person for receiving requests for access to public documents).

Regarding **implementation issues**, this municipality has been communicating daily, weekly and monthly with 8 local and national media, but it is not entirely clear what specific activities they are (besides mentioning in general, press reports and debates with municipal officials). On the other hand, according to them, seven local CSOs are involved in the work of the municipality (through the implementation of several joint projects), but it is not clear about what kind of activities and their duration. The same applies regarding the implementation, monitoring, and evaluation of policies and legislation of the municipality for communication and public information. On the website of the Municipality were published all the documents that have been sent for review to the Municipal Assembly and its bodies (including reports, draft regulations, decisions of various policy plans, vacancy announcements, tenders etc.). All documents are published in both official languages, but they have not listed any, and there was no additional activity other than those mentioned above.

## **7. Municipality of Kamenica**

Regarding **legal and regulatory framework** at the municipal level, the Statute contains provisions for communications and public information, but it is not clear what their full content is. Furthermore, Municipality of Kamenica has approved the Transparency Regulation, and in accordance with this regulation is assigned an official for access to public documents. Meanwhile the mechanisms and implementing measures include the website, and municipal bulletin for meetings of the Mayor and municipal directors. On the other hand, no municipal subsidiary act regulates the issue of classification and selection of sensitive public documents. Municipal Regulation on the Use of Languages regulates the issue of the Use of Official Languages and those in use, but it is not clear what the content of specific provisions, nor the implementing measures and mechanisms. Public Relations Office (PRO), with 3 staff members, is provided within the organizational structure of the municipality, but it is not completely clear what its function is within the overall hierarchical structure of the municipality. The same is true regarding the Terms of Reference (TR) of this office and Job Descriptions, as it is said to have become applicable, but there are not any further details given.

At the level of **policy and implementation plans framework**, PRO has compiled its annual plan, but did not provide any additional details about it. Consequently, the same is true regarding the objectives and planned activities for communication and public information and their reflection within the annual plan of the municipality. When dealing with the institutional capacities and framework for communication and public information, personnel records show about formal medium and high qualifications, experience up to 31 years and training participation in duration to 15 days in general (though it is not known how

relevant for the three categories). On the other hand, the amount of the annual budget allocated is € 10,000 for two years (2012 and 2013), including the implementation of municipal policies for communications and public information, but it is not entirely clear what activities. According to the data provided, the standard for internal reporting and monitoring and evaluation of performance are implemented there are and annual reports, but it is not entirely clear what standards are applied.

When talking about **implementation issues**, this municipality has been communicating, as needed, with 10 local and national media, and activities are listed as debates, announcements, greetings, information on municipality publications, announcements of vacancies. Furthermore, except donors, no non-governmental associations were involved in the work of this Municipality during the period covered by this evaluation. The same is true for the drafting and implementation of legislation and policy documents for public information and communication and monitoring and evaluation of implementation. Finally, it is said that all municipal documents in both official languages have been published on the municipality's website. Except the above-mentioned activities, there were no additional activities for communication and public information.

## 8. Municipality of Klina

Regarding **legal and regulatory framework** at the municipal level, the content of the provisions of the Statute of the Municipality on communication and public information is clear, including consultation and public participation in municipal decision-making, public meetings, petitions, local referendum, consultative committees and citizens' initiatives. This Municipality also applies the Municipal Transparency Regulation, which defines obligations, structures and specific resources for communications and public information, as well as mechanisms and implementing measures. The same is true regarding mechanisms and implementing measures provided by this act. According to them, the framework law regulates the issue of the classification and selection of sensitive public documents, whereas, the Municipal Regulation on the Use of Languages regulates the issue of the use of official languages and those in use, but it is not clear the content of specific provisions, or mechanisms and implementing measures. According to the data provided, the Public Relations Office (PRO), consisted of an official functions within the municipality, but it is not clear if it is provided within the organizational structure of the municipality. The same is true regarding the Terms of Reference and Job Descriptions of its staff.

Regarding **institutional capacities and framework** for communication and public information, the data On PRO staff show higher formal qualifications, work experience of 6 years and participation in trainings with a duration of 4 days during the period covered by this evaluation (although it is not clear the relevance of the three components). However, it is also unclear the amount of other categories of allocated resources for operation of PRO for implementation of the policies and those planned for the following year. The situation regarding the standards of reporting and performance evaluation is similar, since it is not clear how often it is carried out and on what standards it is based on. At the level

of **policy framework and implementation plans**, the PRO of the Municipality of Kamenica has not developed a policy plan for communication and public information, and thus no clear objectives and activities are defined (including activities within the annual plan of the Municipality).

When dealing with **implementation issues**, this municipality has been communicating with seven media associations, but it is not clear what kind of communication. The same is true regarding the involvement of local and central CSOs in the work of this municipality, as seven of them have been mentioned, but they did not explain the role and duration of their involvement. On the other hand, no such associations have been involved in the drafting of legislation and local policies. The same is true regarding the involvement of these associations in the implementation and monitoring and evaluation of the implementation of legislation and local policies. Finally, it is said that on the website this Municipality has published all municipal documents and they are accessible to the public (only in Albanian, and this year is expected to be in Serbian as well). Except the above-mentioned activities during the period covered by this evaluation, no additional activities were taken for communication and public information.

## 9. Municipality of Klllokot

Regarding **legal and regulatory framework** at the municipal level, the content of the provisions of the Statute of this Municipality for communication and public information is clear. The municipality also approved the Municipal Transparency Regulation, which defines obligations, structures and specific resources for communications and public information, and mechanisms and enforcement measures, but it is not known precisely what obligations, resources, and mechanisms and implementing measures. Regarding the classification and selection of sensitive public documents of this municipality, it is not clear what legal provisions are applicable, meanwhile the Municipal Regulation on the Use of Languages regulates the issue of the use of official languages and those in use, but it is not clear the content of specific provisions, mechanisms and implementing measures on these two issues. According to the data provided, the organogram of Klllokot Municipality provides a function of the Municipal Public Relations Office (MPRO), within the Office of the Mayor, which consists of only one Public Relations Official. This municipality has not yet approved the Terms of Reference for MPRO, in the meantime, according to them, Job Descriptions (JD) are defined by the Municipal Regulation on Jobs Systematization. However, their content is not known, and it is not entirely clear what the measures and enforcement mechanisms are, including those for monitoring, reporting and performance evaluation the official concerned, and on what standards are based on the latter (except, as they mentioned, daily, weekly, monthly and yearly monitoring).

Regarding the **institutional capacities and the framework** for communication and public information, MPRO personnel records show not so relevant formal qualifications, 28 years work experience (although it is not entirely clear what the



relevance is) and no participation in any trainings during the period covered by this evaluation. However, it is unclear the amounts of other categories of allocated resources for operation of the MPRO to implement policies and planned ones for the following year. According to the information provided about the policy framework and implementation plans, MPRO of Klllokot works based on an annual work plan. However, it is not clear what the objectives of this plan and what activities are, nor what the mechanisms and measures for regular monitoring are and reporting on their implementation and how often they are implemented.

When it comes to **implementation issues**, this municipality has been communicating with seven local and central, mainly focusing on informing citizens about the activities of the municipality. On the other hand, during the period covered by this evaluation in its work one local CSO has been involved, but it is not clear what the duration and the type of its involvement has been. Further, during this period no non-governmental associations are involved in the drafting, implementation, monitoring and evaluation of the implementation of legislation and local policies. Finally, according to this municipality data, all the decisions, regulations, activities and information on the functioning of the municipal administration since 2011, and in addition to the above activities (mainly informing citizens about the work of the Municipality) during the period covered by this evaluation, not additional activities for communication and public information were taken are published on its website.

## 10. Municipality of Mitrovica

Regarding the **legal and regulatory framework** at the municipal level, the content of the provisions of the Statute of the Municipality for communication and public information is clear. Furthermore, this municipality applies the Municipal Transparency Regulation, but it is not entirely clear what obligations, structures and specific resources within the municipal structures defines it in order to meet the relevant constitutional and legal obligations. On the other hand, the mechanisms and implementing measures provided in this act include the publication of all activities of Municipality through the billboard in the municipality, public announcements in places mostly frequented, media and the web site of the Municipality. Regarding the classification and selection of sensitive public documents from those where public access is permitted, it is regulated by a provision of the Municipal Transparency Regulation. However, it is not entirely clear what measures and enforcement mechanisms are provided for this purpose, neither regarding the issue of the use of official languages and those in use in the municipality. According to the data provided by the Municipality of Mitrovica, its organizational structure provides the operation of Communications and Public Information Office (CPIO), which has the Terms of Reference (TR) and Job Descriptions (JD), but the content of these documents is not given, nor any explanations on this.

Where it comes to the **institutional capacities and framework** for communication and public information, the data on human resource show higher formal qualifications, work experience from 2 to 12 years and training participation of



five months since the beginning (though not entirely clear the relevance of the three components). Further, the CPIO has a separate budget, with € 30,000 allocated for 2013 (compared to last year gets about 75% more), which is available for implementation of legislation and local policies for communication and public information. Finally, regarding the institutional capacities and framework, performance evaluation is conducted annually, but it is not clear what are the standards of internal reporting and monitoring and evaluation of performance evaluation. At the level of policy framework and implementation plans, Mitrovica municipality has an action plan for communication and public information, but its content is not clear. Consequently, it does not provide targets to be achieved, neither activities to achieve them and measures and mechanisms for monitoring and regular reporting on their implementation. The same is true regarding horizontal reflection of the field of public policies within the annual plan of the municipality for the year covered by this evaluation.

Regarding **implementation issues**, this municipality had daily communication with a large number of local and national media, but it is not clear how many and what kind of activities concerned. The same is true regarding the involvement of local CSOs in its work, as they mentioned three of them, but it is not clear the duration of their involvement and the role they had. Regarding the involvement of non-governmental associations in drafting legislation and policies, it is not precisely clear which associations were involved and in what legislation and policies. The same is true regarding the involvement of such associations in their implementation, and in terms of monitoring and evaluating the implementation of legislation and local policies, they have mentioned one such association, but did not give any further details. Finally, it is said that on the website of the municipality are published a number of documents, but no further details were given, and the publication of leaflets and guides for citizens, information desk in the lobby of the municipality and an information monitor were the additional activities for communications and public information.

## 11. Municipality of Novoberda

Regarding **legal and regulatory framework** at the municipal level, the content of the provisions of the Statute of the Municipality for communication and public information is clear. Further, this municipality applies the Municipal Transparency Regulation, which aims to strengthen the transparency of municipal bodies, increasing public participation in decision-making and creating rules that allow easier access of the right of citizens for participation in decision making, facilitate public access to official municipal documents. However, it is not clear what obligations, structures and concrete resources the regulation provides to enable the implementation of the constitutional and legal obligations for communications and public information. Regarding the mechanisms and implementing measures, the regulation regulates public participation in the meetings of the Municipal Assembly and its committees, public meetings of the Municipality, the obligation for public information, consultation in drafting of municipal and public participation in decision-making and drafting the municipality budget, and access to official documents of the municipality. Regarding the classification and selection of sensitive public documents from

those where citizens access is permitted, the data provided show only what documents of the municipality are public, but do not mention the issue of classification of sensitive documents, and it is not clear what measures of enforcement mechanisms are established for this purpose, neither the issue of the use of official languages and those in use in this municipality.

According to data provided by the Municipality of Novoberda, its organizational structure provides the operation of Information Office (IO), consisting of an information official, but it is not clear its content and the operation of the office within the overall Municipal hierarchical structure. The IO has its Terms of Reference (TR), which define its responsibilities for: monitoring and publication of information about the activities and decisions, regulations and other documents issued by the Municipality; inform citizens about Municipal Assembly sessions; organizing and informing citizens about other public meetings of the Municipality (including mandatory public meetings and public hearings and debates on the budget and the municipal urban development plan); maintenance of the Municipal public bulletin boards, organizing press conferences of the Mayor and preparing and distribution of the municipal newsletter. In addition, the Office also performs other tasks that are related to public information, including participation in trainings, seminars and various workshops, meetings with representatives of civil society, etc.. According to them, IO official has also Job Description (JD), included in the Regulation on Internal Organization of the Municipality, but it is not clear the content of this description.

When it comes to the **institutional capacities and framework** for communication and public information, human resources data show relatively high relevant formal qualifications, 4 years work experience and participation in trainings (although it is not entirely clear the relevance of work experience and trainings followed). Besides human and technical resources (such as computers, dictaphones, camera), it is not clear the exact amount of other categories of resources allocated to this office. The same is true regarding resources allocated for the implementation of communication and information documents for the period covered by this evaluation and those planned for the following year. Finally, on the institutional capacities and framework, reporting and performance evaluation is conducted every six months, but it is not clear what are the standards of internal reporting and monitoring and evaluation of performance evaluation.

At the level of **policy framework and implementation plans**, the IO of municipality of Novoberda operates on the basis of a work plan, but what municipality qualifies as targets are identical to the description of the scope of this office (shown above), while regarding activities they mentioned only in general, cooperation with media and public debates (without listing any specific activities organized during the period covered by this evaluation). Regarding the mechanism and measures for regular monitoring and reporting on the implementation of policies for communication and public information, they mentioned only quarterly reports sent to MLGA. The same is true regarding the reflection of this horizontal field of public policies within the annual plan of the municipality for the year covered by this evaluation.

Regarding **implementation issues** during the period covered by this evaluation, this municipality has been communicating with 5 media (local and central), focusing mainly on public information about municipal activities (including public meetings and budget hearings and municipality urban plan). On the other hand, according to information provided during this period in its work have been involved five local CSOs, but it is not clear the duration of involvement and the role each of them have had (as they only mentioned in general, exchange of information, collaboration and partnerships). Regarding the involvement of non-governmental associations in the drafting, implementation, monitoring and evaluation of the implementation of legislation and municipal policies, this municipality has listed a number of decisions and regulations, but no such associations involved. Finally, on the website of the municipality are published the statute, regulations and decisions, Mayor and Departments' reports, Municipal strategies and plans, as well as announcements, vacancies and various Municipality announcements, participation in trainings, seminars or workshops, meetings with representatives of civil society, organizing various activities for public holidays, etc. These are mentioned as additional activities for communication and public information held during the period covered by this evaluation (although it is not clear about what specific actions).

## 12. Municipality of Peja

Regarding legal and regulatory framework at the municipal level, the content of the provisions of the Statute of the Municipality for communication and public information is clear. This municipality has approved the Municipal Transparency Regulation, which requires the municipality to be transparent in its work and making public the decisions approved by all its structures, as well as through meetings and permission of access to its public documents. It also establishes the Department of Administration and an official responsible for public documents access, as responsible structure for meeting the constitutional and legal obligations related to communication and public information. However, it is not entirely clear what concrete measures and mechanisms are provided by this act. The same is true regarding the classification and selection of sensitive public documents and official use of languages and those in use in the municipality, since they only referred to relevant framework laws, but it is not entirely clear what measures and enforcement mechanisms are applicable. According to the organizational chart of the Municipality, Public Information Office (PIO) functions within the Office of the Mayor, but no more details were given. Further, according to the data provided, they have the Terms of Reference (TR) for this office and Job Descriptions (JD) of its staff, but their content is not clear.

When it comes to the **institutional capacities and framework** for communication and public information, PIO consists of three officials, all with formal qualifications and relatively relevant, work experience from 5 to 6 years and trainings of one month (although it is not clear the relevance of the past two components). However, it is unclear the amount of other categories of allocated resources to this office, and the same is true regarding resources allocated for the implementation of specific legislation and local policies and those allocated for the following year. Finally on the institutional capacities and framework, it is

clear that there are annual and semi-annual evaluations, but not entirely clear how the performance evaluation of the responsible officials for communications and public information, is carried out, and on what standards it is based. At the level of policy framework and implementation plans, Peja Municipality PIO operates on an annual action plan for communication and public information, but it is not clear what are the objectives and the activities provided by a such document for the period covered by this evaluation. The same is true about the impact of this horizontal field of public policies within the annual plan of the municipality for the year covered by this evaluation for measures and mechanisms for monitoring and evaluating the implementation of these policies.

When it comes to the **implementation issues**, this municipality has stated that there was regular communication with about 10 local and national media, mainly informing citizens about the work of the municipality. On the other hand, about 5 or 6 CSO (central and local) are involved in its work, focusing mainly in the field of culture and tourism, but it is not clear the type and duration of their involvement. Regarding the involvement of non-governmental associations in drafting legislation and policies, and implementation and monitoring and evaluation of implementation, no association is involved during the period covered by this evaluation. Finally, it is said that on the website of the municipality are published a number of documents, but no further details were given, but no any additional activity for communication and public information was taken (other than those mentioned above) during this period.

### 13. Municipality of Podujeva

Regarding **legal and regulatory framework** at the municipal level, it is clear, though not entirely, the content of the provisions of the Statute of the Municipality for communications and public information. Further, this municipality has approved the Municipal Transparency Regulation, which defines obligations, structures and specific resources within the municipal structures in order to meet the relevant constitutional and legal obligations. However, it is not clear what mechanisms and enforcement measures are provided by in this act. The same is true regarding the classification and selection of sensitive public documents. Regarding the use of official languages and those in use in the Municipality, it is regulated by the Municipal Regulation on the Use of Official Languages, which is applicable, but it is not entirely clear what are the measures and enforcement mechanisms. According to the organizational chart of the Municipality, Public Relations and Information Office (PRIO) functions within the Office of the Mayor. Further, although they said the Terms of Reference (TR) and Job Descriptions (JD) of this office are effective, it is not clear their content.

When it comes to the **institutional capacities and framework** for communication and public information, PRIO consists of three officials, all with higher formal qualifications, work experience from 10 to 20 years and training attendance with a duration of one to three months (although not obvious the relevance for the three components). However, it is unclear the amount of other categories of allocated resources to this office, and the same is true regarding allocated resources for implementation of specific legislation and local policies and those

allocated for the following year. Finally regarding the institutional capacities and framework, it is not entirely clear how the performance evaluation of the officials responsible for communications and public information is carried out, or on what standards it is based. At the level of policy framework and implementation plans, except the obligations arising from legislation, the data show that this municipality has no policy documents for public communication and information, and thus no clear objectives and activities planned for implementation of the legislation for communication and public information. The same is true regarding the reflection of this horizontal field of public policies within the annual plan of the municipality for the year covered by this evaluation.

When it comes to the implementation issues, this municipality stated that there was regular communication with at least five local and national media, mainly on informing citizens about the work of the municipality. On the other hand, 6 CSO (central and local) are involved in its work, focusing mainly on human rights and gender equality and environmental protection, but it is not clear the type and duration of their involvement. Regarding the involvement of non-governmental associations in the drafting of legislation and policies, during the period covered by this evaluation were included four CSOs, local and central (drafting Environmental Local Action Plan), while only one such association is involved in monitoring and evaluation of policy implementation (but it is not clear what policy it is). Finally, it is said on that the website of the municipality are published all official documents, but no further details were given, regarding additional activities for communication and public information they mentioned public awareness through the local radio.

#### **14. Municipality of Prizren**

Regarding **legal and regulatory framework** in Prizren, this evaluation has shown that its statute reflects, though not fully satisfactory, constitutional and legal provisions for communications and public information. This is because, only the provisions of the Statute that regulate the implementation of mechanisms for citizen participation in municipal decision-making, consultation, and public meetings with citizens are clear. This municipality applies the Municipal Transparency Regulation, but it is not entirely clear what obligations, structures and specific resources within municipal structures, this regulation provides in order to meet the relevant constitutional and legal obligations. The same is true regarding mechanisms and implementing measures provided by this act. This municipality has not given any explanation about them, including how to regulate the classification and selection of its sensitive public documents from public documents where citizen's access is permitted. On the other hand, it is not entirely clear what are the mechanisms and implementing measures provided in this act regarding regulation of the use of official languages and those in use in this municipality, since according to the data provided, it is clear only about written documents, but not about other formats of documents and materials of the municipality that accessible to all citizens who speak the four languages specified in the Regulation (Albanian, Serbian, Turkish and Bosnian language).

According to the data provided by the Municipality of Prizren, it is not clear whether its Office of Public Relations (PRO) has the organizational structure / organogram, since there are no explanations about the structure of the office, including within the overall hierarchical structure of the municipality and its functioning in this context. Regarding the Terms of Reference (TR) of the office, though it is claimed that they exist and are published on the website of the Municipality, the published text is unclear, and it makes it impossible to observe the chronological explanations that have led to the establishment of this office and its assumed structure, on the one hand, and a substantial part of TR claimed to be there, on the other hand. Finally regarding this, the final part of this section of the web-site of the Municipality is actually a brief description of the duties of the Chief of this office, whereas within the field research, this municipality declared that they have a plan (seems it is to increase the number of officials in this office), though that is not possible because of legal restrictions on increasing the number of employees in the municipality.

At the level of policy framework and implementation plans, Prizren municipality has not developed any policy document, implementation plan or annual work plan that affects communications and public information, so there are no objectives or activities regarding this. The provided data show that there are neither measures nor mechanisms for regular monitoring and reporting on the implementation of policies for communication and public information. The same is true regarding the reflection of this public policy area within the municipality's annual plan for the year covered by this evaluation. When it comes to the institutional capacities and framework for communication and public information, except the above mentioned difficulties related to the framework regulating its operation, according to the data provided by this municipality, within the PRO (consisted only by its chief) there are standards on internal reporting and monitoring and performance evaluation. These reports, apparently are carried out "whenever the mayor and citizens might require, and that can happen every week." Regarding human resources, the data show not so relevant formal qualifications, working experience over 5 years and relevant training about 5 months (although not shown how relevant), but it is not clear the amount of resources allocated for other categories to enable the function of this office. The same is true about the resources allocated for implementation of communication and public information activities during the approval of policy and planning documents during the period covered by this evaluation.

Regarding implementation issues, this municipality has been communicating on daily basis with 6 local media, but it is not clear what kind of activities. The same is true regarding the involvement of local CSOs in the work of this municipality, as only 6 are known to have been involved, but the duration and the role of their involvement is not shown. When it comes to the involvement of non-governmental associations in drafting legislation and policies, according to the data provided, this municipality has approved in 2012 a total of 81 decisions, 5 municipal regulation, and 1 strategy for youth policies, but there is no non-governmental associations involved in their drafting. The same applies to the implementation of legislation and local policy documents and monitoring and evaluating their implementation. Finally, it is said on that the website of this municipality are published all documents (in Albanian, Serbian, Bosnian and Turkish), but no

further details were given, on the other hand press conferences and public debates on the right of citizens' to access municipal documents are mentioned as additional activities for communication and public information.

## 15. Municipality of Shtime

Regarding **legal and regulatory framework** at the municipal level, it is clear the content of the provisions of the Statute of the Municipality for communication and public information. The municipality has also approved Municipal Transparency Regulation, which regulates public participation in meetings of the Municipal Assembly and its committees, public meetings, public notice, consultation of municipal acts and public participation in decision-making, and public access to municipal official documents. It aims to strengthen the transparency of municipal administration, increase public participation in decision-making, rules that enable easier access and promotion of good administrative practices on access to official documents. Regarding implementation mechanisms, there are five types of them: public notice, public meetings, and public discussions of municipal acts, access to official documents and a Mayor and the Municipal Assembly action plan. However, it is not clear the structures of specific resources within municipal structures that define the purpose of fulfilling the relevant constitutional and legal obligations. On the other hand, this municipality has not yet regulated by subsidiary act the issue of classification and selection of sensitive public documents and the use of official languages and those in use, and consequently there are no measures and enforcement mechanisms. Within the organizational structure of the municipality is provided the operation of the Information Office (IO), within the Office of the Mayor. It consists of an official, who has the job description (JD). There are the Terms of Reference (TR) of the IO as well.

When it comes to the **institutional capacities and framework** for communication and public information, this municipality has not provided any information about qualifications, work experience and trainings followed by the official responsible for information. On the other hand, it is not known the amount of other categories of allocated resources to this office during the period covered by this evaluation nor the law enforcement and local concrete policies but it is known the amount of the allocated budget for the following year (€ 22,00). Finally regarding institutional capacities and framework, it is not entirely clear how the performance evaluation of officials responsible for communications and public information is carried out, or on what standards it is based. At the level of policy framework and implementation plans, the Information Office of Municipality of Shtimje functions based on an annual Work Plan of the Mayor, but it is not entirely clear what concrete objectives and activities for communication and public information are provided during the period covered by this evaluation (besides mentioning the general distribution of posters and debates on a local radio station). The same is true regarding the reflection of this horizontal field of public policies within the annual plan of the municipality for the year covered by this evaluation.

When it comes to **implementation issues**, this municipality has declared that there was daily and weekly communication with 12 local and national media,

mainly informing citizens about the work of the municipality. On the other hand, 6 CSO (central and local) are involved in its work, mainly in the form of partnership, but it is not entirely clear the focus and duration of their involvement. Regarding the involvement of non-governmental association in the drafting of legislation and policy, during the period covered by this evaluation, three CSOs have been involved (in drafting Municipal Action Plan for Community Safety and Municipal Strategy for Integration of Roma, Ashkali and Egyptian), but none in their application, two in monitoring and evaluation of policy implementation (but it is not clear what policy it is). Finally, it is said that the municipality has published all its official documents (including information on the institutional and municipal staff, regulations, municipal budget, policy documents and regulatory plans, financial reports, etc.) on their website. On the other hand, regarding the additional activities for communication and public information they mentioned in general debate and the publication of a report on access to official documents.

## 16. Municipality of Skenderaj

Regarding **legal and regulatory framework** at the municipal level, it is clear, the content of the provisions of the Statute of the Municipality for communication and public information. The municipality has also approved Municipal Transparency Regulation, which establishes the right of citizens, CSOs, associations and other interested parties to information and public documents of the municipality, then their access at the meetings of the Municipal Assembly and its committees and relevant documents, obligating municipal authorities to inform citizens and other entities on their work, public notices, consultation on municipal laws and public participation in decision-making, etc.. It aims to strengthen the transparency of municipal administration, increase public participation in decision-making, instructions that enable easier access and the promotion of good administrative practice on access to official documents. This regulation provides the implementation of these tasks and obligations mainly through press releases, press conferences, official website of the Municipality, local media, billboard in the municipality, advertisements in most frequented places in the territory of the municipality, regular and periodic bulletins, public meetings, leaflets, municipal Catalog, and daily communication. However, beyond the formal provisions of this regulation, it is not entirely clear regarding the structures of specific resources within municipal structures that define the purpose of fulfilling the relevant constitutional and legal obligations.

On the other hand, the concerned municipal regulations regulates the issue of classification and selection of sensitive public documents, whereas the Municipal Regulation on the Use of Languages regulates the use of official languages and those in use, but beyond the formal legal provisions, it is not entirely clear what mechanisms and enforcement measures are in use. Within the organizational structure of the Municipality of Skenderaj is provided the function of Public Communication and Information Office (PCIO), within the Office of the Mayor. The office consists of two officials, but this municipality has also another official responsible for access to public documents. PCIO has The Terms of Reference and Job Descriptions (JD) of its officials, but it is not entirely clear how they are



applied. When it comes to the institutional framework and capacity for communication and public information, human resource data show relatively relevant high formal qualifications, work experience of 3 and 12 years (not entirely relevant) and no trainings attended (although not entirely clear relevance of work experience and trainings attended). However, it is unclear the amount of other categories of allocated resources to this office, and the same is true regarding allocated resources for implementation of specific legislation and local policies and those allocated for the following year. Finally regarding the institutional capacities and framework, it is clear that there are periodic evaluation, but not entirely clear how the performance evaluation of the officials responsible for communications and public information is carried out, or on what standards it is based.

According to the data provided by this municipality, policy framework and implementation plans affecting communications and public information include the Local Economic Development Strategy 2013 - 2015 and the Citizen Service Strategy, but it is not entirely clear what are the objectives and specific activities for communication and public information are provided within them during the period covered by this evaluation (other than information regarding public access to documents of the municipality). The same is true regarding the reflection of this horizontal field of public policies within the annual plan of the municipality for the year covered by this evaluation.

When it comes to the **implementation issues**, this municipality has stated that there was daily communication with 10 local and national media, mainly informing citizens about the work of the municipality. On the other hand, at least five local CSOs are involved in its work, mainly in the form of cooperation and consultation, but it is not entirely clear the focus and duration of their involvement. Regarding the involvement of non-governmental association in drafting legislation and policies, and implementation, monitoring and evaluation of implementation, no association is involved in the period covered by this evaluation. Finally, it is said that on the website of the municipality are published all its official documents (including information on the institutional and municipal staff, decisions, regulations, plans and various reports, etc.). On the other hand, regarding the additional activities for communication and public information they only mentioned informing citizens on access to official documents.

## **17. Municipality of Vushtrri**

Regarding **legal and regulatory framework** at the municipal level, it is clear, the content of the provisions of the Statute of the Municipality for communication and public information. The municipality has also approved the Municipal Transparency Regulation, which provides the maintenance of public meetings and informing citizens for these meetings, consultation of citizens before the approval of decisions, regulations and other documents, publication of municipal acts, as well as the right and how to access public documents. This regulation also provided the establishment of Public Communications Office (PCO), which employs three officials (one of which deals exclusively with the administration of the requests for access to official documents), and also quarterly reports to MLGA

on public access to documents of the municipality. However, beyond the formal provisions of this regulation, it is not entirely clear regarding the structures of specific resources within municipal structures that define the purpose of fulfilling the relevant constitutional and legal obligations. On the other hand, according to the data provided, the issue of classification and selection of sensitive public documents is regulated by a decision of the Mayor, but it is not clear its content nor the mechanisms and implementing measures.

Further, the issue of the use of official languages and those in use is regulated by the Municipal Statute and Regulation on the Use of Languages, but beyond the formal legal provisions, it is not entirely clear what mechanisms and enforcement measures are in use. Within the organizational structure of the municipality is provided the operation of Public Communication Office (PCO), within the Office of the Mayor (consisting of three officials), and which reports directly to the Mayor. PCO has the Terms of Reference and Job Descriptions (JD) of its officials (defined within the Municipal Regulation on Internal Organization and Systematization of Jobs), but it is not clear their content and how they are applied. When it comes to the institutional capacities and framework for communication and public information, human resource data show high formal qualifications, working experience from 14 to 27 years and participation in trainings from 1 to 9 weeks (but is not entirely clear how relevant are the three components). On the other hand, the amount of the budget for the year covered by this evaluation was not clear, but for the following year was € 15,000 (which serves to implement policies for communication and public information), and this office is also equipped with technical equipment such as computers and technology for video recordings. Finally on the framework and institutional capacities, it is clear that there is periodic evaluation, based on the framework legislation for Kosovo Civil Service, but not entirely clear how the performance evaluation of the officials responsible for communications and public information is carried out, nor on what standards it is based.

At the level of policy framework and implementation plans for communications and public information, Municipality of Vushtrri had approved a Municipal Strategy for Information, Communications and Citizen Participation, whose draft was preceded by an opinion survey on information and communication in the municipality. Besides the improvement in communications, this policy document provides building partnerships with citizens as the highest level of citizen participation. It has three objectives: promotion of public information delivery to citizens, creating new opportunities for communication with citizens, and creating an environment for active participation of citizens in public life. On the other hand, it is not entirely clear what specific activities are provided in this document during the period covered by this evaluation (except mentioning in general the access to official documents and publishing them on the website). The same is true regarding thereflection of this horizontal field of public policies within the annual plan of the municipality for the year covered by this evaluation and mechanisms and measures for monitoring and regular reporting on their implementation.

When it comes to the implementation issues, this municipality has stated that during the period covered by this evaluation has been communicated daily,

weekly and monthly with over 10 local and national media, mainly in order to inform citizens on municipal work and awareness campaigns. On the other hand, three central and local CSOs are involved in its work during this period, mainly in the form of cooperation and partnership in the opinion poll, each CSO with a duration about 3 months in 2012, but it is not entirely clear the focus of the involvement of one of them. Regarding the involvement of non-governmental associations in drafting and implementation of legislation and policies, and one of them in the monitoring and evaluation of implementation, no association was involved in the period covered by this evaluation. Finally, it is said that on the website of the municipality are published all its official documents (including information on the institutional and municipal staff, decisions, regulations, plans and various reports, etc..). On the other hand, regarding the additional activities for communication and public information they have mentioned a public awareness campaign, which was implemented in cooperation with a local radio station.

## Conclusions and Recommendations

As the findings of this evaluation show, last year, municipalities made a significant progress in all aspects of communication and media policies. Most of them have approved subsidiary acts for public communication and information, and some of them even policy documents that define clear objectives and activities in this field. However, as this report shows in detail, that there are still discrepancies, both within certain municipalities, as well as between different municipalities in the definition of concepts, their definition and the scope of the legal framework, as well as obligations, institutional structures and implementing mechanisms and measures that they define in order to implement constitutional and legal obligations for public communication and information. This includes the lack of precise definition of competencies and responsibilities of the responsible offices for public communication and information.

Similar to the findings at the central level, as well as the municipal level, we have noticed a lack of clarity about what concrete enforcement measures and mechanisms are established through the legislation framework (national and municipal level). Even in this case, the uncertainties are widespread due to the different understandings of the nature and scope of legislation and policies for public communication and information, as well as their different interpretations of the municipal structures responsible for communication and public information. Furthermore, regarding the scope of policies on public communication and information within each municipality, the vast majority of their structures that are responsible for public communication and information, lack a horizontal and combined approach, based on sectors. Consequently, the field of public communication and information still is conceived simply as a policy area limited to facilitating citizens' access to public documents. More specifically, these policies, which are at the most municipalities, in their early development, lack the involvement of different associations in their development, implementation, monitoring and evaluation of the implementation of legislation and local policies in all sectors and areas.

Based on these and other deficiencies identified within this evaluation of policies for public communication and information, this report makes several recommendations for municipalities and other relevant associations.

First, it is recommended that municipalities (assisted also by central institutions, in particular MLGA), take joint efforts for a correct and uniform definition of the nature and scope of policies for public communication and information at the local level. This definition must take into account not only citizens' access to public documents, but also necessary aspects for effective involvement of non-governmental associations in the whole cycle of public policies, monitoring the performance of Municipalities, information on resources that were allocated and spent, and so on).

Second, based on the uniform definition, each municipality should clarify, at the operational level, the main target groups of citizens, that they are obliged to provide the best services in each sector.

Third, based on an approximate evaluation of the needs of target groups and the level of policies development in all sectors and areas that are within the scope of the relevant institution, each structure within Municipalities that is responsible for public communication and information should develop its mission, vision and objectives.

Fourth, based on the needs and interests of the target groups, as well as on the mission, vision and objectives for public communication and information, as well as the framework and implementing legislation, each municipality must approve the Terms of Reference and Job Description of structures and responsible officials for public communication and information, in order to be in harmony and help realize the vision, mission and key objectives identified by each institution for public communication and information. In this context, it is also imperative (and filling in the municipality where it is needed) for the harmonization of provisions for public communication and information to provide more precise reflections and uniform obligations arising from laws and regulations within the competencies and responsibilities of municipal structures responsible for public communication and information.

Fifth, a detailed and comprehensive analysis of effective municipal legislation for communication and public information and its implementation should be conducted. Such an analysis should also focus on the ongoing implementation of this legislation and its implementation, but also on identifying possible discrepancies, improving the quality of law enforcement and local policies for public communication and information, and through this process to improve the understanding and capacities of responsible officials for public communication and information.

Sixth, it is a need to conduct a detailed and comprehensive analysis of effective local policies for public communication and information and their enforcement. Such an analysis should include all existing policy documents approved by all municipalities. Moreover, it will help in identifying the difficulties in implementing these policies and possible inconsistencies and duplication, improve the quality of policy implementing measures and mechanisms for public communication and information and improve the understanding and capacity building of responsible officials involved in this policy area.

Seventh, also for municipalities would be important designing of a database of relevant local legislation and policies for public communication and information in order to reflect the logical and functional liaison between legislation and policies at all levels and sectoral areas within the scope of Municipalities. Even in this case, such an instrument would help to clarify the scope of legislation of local policies for public communication and information, identifying implementing measures and mechanisms, and improve understanding and capacity building of responsible officials dealing with this policy area

Eighth, it is recommended that municipalities continue to increase human capacity of their offices responsible for public communication and information, to improve the realization of legal provisions and policies that require to be implemented and their implementation capacity. It also requires that they are

included and significantly improve their knowledge on sectoral issues within the scope of the Municipality. This is necessary in order to ensure that municipal regulations and policy documents on specific sectoral areas reflect the dimensions of public communication and information. This then would enable the responsible structures for public communication and information to monitor and evaluate the implementation of better policies for public communication and information, and thus be able to assess the overall progress in improving transparency and accountability of the Municipalities to the public.

Ninth, improvements in the quality of local policies and plans for public communications and information are needed, in all their dimensions, ranging from the definition of clear objectives and activities, including budgeting and share of responsibilities, to the monitoring of systematic assessment of their implementation.

Finally, municipalities in general must begin to play a far more proactive role in communication, collaboration and involvement of non-governmental associations at the local level (in particular media and civil society organizations) in development of local policies, support their implementation and in particular; monitoring and evaluating the implementation of this.