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REPUBLIKA E KOSOVËS / REPUBLIKA KOSOVA / REPUBLIC OF KOSOVA
QEVERIA E KOSOVËS / VLADA KOSOVA / GOVERNMENT OF KOSOVA

Ministria e Administrimit të Pushtetit Lokal
Ministarstvo Lokalne Samouprave i Administracije
Ministry of Local Government Administration

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Republika e Kosovës
Republika Kosova-Republic of Kosovo
Qeveria - Vlada - Government

Ministria e Administrimit të Pushtetit Lokal
Ministarstvo Administracije Lokalne Samouprave
Ministry of Local Government Administration

DEPARTMENT FOR MUNICIPAL PERFORMANCE AND TRANSPARENCY



MODEL-ACTION PLAN FOR
MUNICIPAL TRANSPARENCY

Prishtine, October, 2021

Logo of the municipality

MUNICIPALITY OF

Action plan for transparency

Period 2022-2026

2022

Statement of transparency

This statement aims to provide a comprehensive view that clearly reflects our policies, procedures and operational measures regarding transparency, inclusiveness, organizational culture and accountability. The statement is based on the Law on Local Self-Government, the Strategy on Local Self-Government and other municipal regulatory acts.

The Action Plan on transparency aims to contribute in building an accountable and transparent municipal administration, open to citizens and civil society in all decision-making processes. Through the Plan, will be promoted the concept of direct local democracy, so that policy-making is based on real arguments, facts and data. The plan is a municipal strategic document, drafted in accordance with the guidelines set out in the Strategy for Local Self-Government and the accompanying central level legal acts that promote transparent governance.

Accountability and transparency are principles that, beyond information, aim at mechanisms for citizen involvement in the municipal policy-making and decision-making process. For this reason, we pledge that the Municipality of _____ with all sincerity and dedication will increase its willingness to respond effectively to all requests from citizens to be actively engaged in policy planning and development, to ensure that the effects of their implementation to give the desired results and directly affect the general interest of citizens.

With a transparency plan, we will systematically and comprehensively implement standards, principles, objectives, methods and effective tools to increase accountability, encourage citizens to become part of the government, and influence employees to promote good and responsible behavior.

We believe that information-based planning is the best method of building a sustainable development vision. In view of this, quality municipal services and the administration of citizens' requests depend directly on the manner of dissemination of information, applied information systems, consultation techniques and other accompanying actions of administrative bodies.

Therefore, we are committed not only to implement information-related measures, but to make efforts to ensure the continued presence of citizens and interest groups, with particular emphasis on civil society organizations, outlining the concept of active citizenship and building governance of public opinion.

We believe that this action plan for transparency will be of help in increasing the efficiency of services, in creating a more transparent working environment in the administration, increasing the trust of citizens towards their public elected representatives, greater readiness and commitment, as well as efforts to strengthen and improve the management system within the municipality.

Mayor of the municipality
January, 2022

Introduction

Transparency and accountability are essential elements of good governance at the local level. The road to effective public information should be the basis of good governance, while effective communication with citizens and their participation in the development and implementation of municipal policies is the key aspect that ensures broad-based decision-making. The spirit of municipal institutions should adopt the most advanced models of transparent governance within the applicable legal framework.

Municipal transparency is one of the segments of governance which is monitored constantly by the central government, but also by other international stakeholders: European Commission, international organizations as well as non-governmental organizations. Given the level of responsibilities and the degree of decentralization of local government in Kosovo, the Constitution and legislation have foreseen the right of central authorities to provide support and oversight at certain stages of the process of promoting transparency and developing policies for citizen involvement in local decision making.

Municipalities as basic units of local self-government are obliged to establish appropriate public information mechanisms. Now, the structure of the official web-sites of the municipalities is unified. Through them it is created the possibility to access to all important public documents. In addition to the informative character, they also enable administrative processes and links with other pages that serve for the public consultation process. The connection with the intranet system in the municipality, enables the citizens to submit their request online to the relevant municipal directorates.

The areas of municipal transparency have a well-organized structure of legal and sub-legal rules. The Transparency Action Plan aims to group the main responsibilities of municipalities based on this legal regulation, to serve as a framework document in the long run.

THE ACTION PLAN FOR TRANSPARENCY

The Action Plan for Transparency aims to provide easy access to public in monitoring and implementing policies of municipal bodies, including quick information, accessible data, publication of all normative acts and documents of public interest, as well as increase of possibilities for participation of citizens in decision-making processes.

The Administrative Instruction no. 2020/03 on Transparency in Municipalities defines the obligation that the municipalities draft the four (4) year action plan for transparency. This plan is required to include actions that promote: Meetings of Municipal Assembly; Committees; Public meetings; Consultative meetings for draft-acts; Transparency in planning and using the municipal budget; Quick access to services; Transparent procurement procedures; Employment procedures; Updating the daily activities in the official web-site; Active involvement of citizens in decision-making etc.

Action Plan for Transparency enables:

- Linking planning with information systems so that the assumptions of administrative bodies during policy development are verified and legitimized;
- Involvement of citizens and civil society actively and continuously;
- The results of the work of the municipalities to be measurable, qualitative and in function of the general interests of the citizens.

Action Plan for Transparency will specifically contribute that:

- The municipality identifies in time the priorities for which information is required, as well as the involvement of citizens or interest groups;
- To identify the methods, tools and technics for consultation with citizens and their involvement;
- To avoid practices of preparing documents without clear information and at unaffordable costs;

- Creating a transparent and accountable internal environment, encouraging co-responsibility of all staff in the process of policy development, implementation and monitoring;
- Maintaining a coherent system with all stakeholders to ensure compliance with legal requirements and standards;
- Influencing the behavior of municipal employees in order for the actions taken to demonstrate legality and integrity.

The implementation of the Action Plan for Transparency will be continuously monitored by relevant mechanisms and will be reviewed periodically in accordance with the activities of the municipality. The plan will clearly summarize the transparency of municipal bodies, publication of bylaws, municipal regulations, strategic documents, decisions of the mayor, announcements of municipal assembly activities, public meetings, budget transparency, public procurement, implementation of consultation standards, access to public documents, etc.

Transparency as a principle of good governance

In a functioning democratic system, information and involvement must be a vital segment of public administration. Transparency is a key component of democratic governance, which requires a wide range of institutional actions, both in the policy-making process and in the implementation and reporting phase. The importance of transparency affects many aspects including economic, financial stability, good governance, as well as the overall system of state administration. The principle of publicity and transparency assumes that everyone has the right to know the reasons for the issuance of a particular decision or action of the administration. This principle enables the opening of the administration to the society, the information about its work can be done in different ways and in different volumes, a principle that can be limited only in certain cases in the legislation of each country. Being open and transparent are also necessary instruments for the rule of law, equality before the law, and accountability. As a general rule, the conduct of the public administration should be transparent and open, although personal data should not be allowed to third parties.

Transparency is one of the most important issues in the process of democratization of states and having good governance. This is made possible by open government mechanisms and initiatives, which bring the benefits of transparency to many aspects, including: better governance, better decision-making, greater public trust, reduction of corruption and more effective public services. Transparency includes rules on the rights to create, store, access and process information, which

can be used during decision-making processes, but also for general information needs. Moreover, in a broader sense, transparency is not just information, but includes a range of processes and actions based on: information, communication, participation, engagement, consensus building for problem solving, reporting and accountability.

Legal framework for transparency

In accordance with the Constitution of Kosovo, a large number of laws and bylaws have been adopted, which regulate the field of transparency. The Law on Local Self-Government was approved in 2008 by the Assembly of the Republic of Kosovo and is part of a group of laws vital to the state. The content of this law reflects the principles of the European Charter of Local Self-Government, while foreseeing special mechanisms of information, participation and representation of the rights of citizens, in particular the rights of non-majority communities. This law stipulates that the municipal assembly adopts a municipal regulation that promotes transparency of the legislative, executive and administrative bodies of the municipality, increasing public participation in decision-making at the local level and facilitating public access to official municipal documents. In addition, through a considerable number of bylaws, the procedures for the implementation of numerous legal institutes for transparency have been defined, the responsible officials, the forms and techniques for transparency, as well as the procedural deadlines have been defined. In general, the legal framework regulates obligations for state administration bodies in the field of transparency, and in particular for government bodies, through the following acts:

- Law no.03/L-040 on Local Self-government;
- Law no. 06/L-081 for Access to Public Documents;
- Law no.03/L-172 for Protection of Personal Data;
- Law no. 03/L-178 for Classification of Information and Security Verification;
- Law no. 05/L-031 for General Administrative Procedure.

- Regulation (GRK) no. 27/2018 for Government Communication Service with the Public;
- Regulation no. 04./2012 for the Official Record of Requests for Access to Public Documents;
- Regulation (GRK) no. 05/2016 for Minimum Standards for the Public Consultation Process;
- Regulation no.. 02/2012/MF for Fees for access to public documents;
- Regulation no. 01/2012 on the Code of Ethics for Public Relations Officers.

- Administrative Instruction (MLGA) no.03/2020 for Transparency in Municipalities;

- Administrative Instruction (MLGA) no.06/2018 for Minimum Public Consultation Standards in Municipalities;
- Administrative Instruction (MLGA) no. 01/2019 for Monitoring the Municipal Assemblies through Information Technology Equipment “Telepresence”;
- Administrative Instruction (MLGA) no.03/2018 on Functioning Citizens Service Centers in Municipality;
- Administrative Instruction no.01/2015 for Web-sites of Public Institutions;
- Administrative Instruction (MLGA) no.03/2013 on the Procedure of Drafting and Publishing of Municipal Acts;
- Administrative Instruction (MLGA) no.01/2016 on the Procedure for the Establishment, Organization and Competencies of Consultative Committees in Municipalities.

Municipal acts:

- Statute of the municipality;
- Municipal regulations for transparency;
- Other laws and bylaws related to the field of transparency.

Strategic approach to increasing transparency

A number of strategies have been developed at central level, which set out objectives aimed at reforming the state administration. Among the main strategies in the field of good governance, transparency, accountability and integrity in administrative institutions are:

- National Development Strategy, 2016-2021;
- Strategy on Local Self-government 2016-2026;
- Strategy for Better Regulation 2017-2021;
- Strategy for Improving Planning and Policy Coordination 2017-2021;
- Strategy for Cooperation with Civil Society 2019-2023;
- Agenda for European Reforms;
- National Program for the Implementation of Stabilization and Association Agreement (NPISAA)
- Other sectoral strategies.

A specific document with an impact on municipal transparency is the Strategy for Local Self-Government 2016-2026. This strategy has 5 main objectives through which the medium and long term goals of local government development in Kosovo are defined. In its third object, the strategy envisages *strengthening partnerships between local government, civil society and businesses to create an active, inclusive and cohesive citizenship*. Based on the identified problems, the action

plan of this strategy envisages concrete activities of measures, which include the development of effective policies to promote citizen participation, respectively:

- Local policies to promote civic activism;
- Policies to encourage student and pupil volunteer work;
- Policies for the functioning of youth centers in villages;
- Policies for functioning of village councils;
- Policies for the involvement and engagement of retirees in public life;
- Policies for engagement of people with disabilities;
- Policies for encouraging women participation of as well vulnerable social categories;
- Local policies for handling street children;
- Local policies for establishing social, economic, youth, sports and cultural networks.¹

The strategy foresees concrete measures for establishing platforms that encourage transparency, especially through electronic government. E-government certainly facilitates communication between stakeholders with public authorities, while it strengthens administration through: saving time in service delivery, reducing operating costs, increasing efficiency, preserving institutional memory and increasing accountability. Other strategies at the country level also provide a multidimensional approach to intervening in transparency policies. A number of objectives aimed at creating a comprehensive and well-thought-out system in policy preparation are set out in the Strategy for Better Regulation 2017-2021. The main recommendations given by this strategy emphasize the need for:

- Drafting of regulations based on evidence, analysis and consultations;
- Further improve communication during the policy development process and during the implementation phase;
- Adoption of regulations and policies by the government, so that effective communication ensures that target groups and stakeholders are informed of their rights, possibilities and obligations;
- Creating communication planning through the development of communication plans for policy priorities, as it remains an ongoing challenge;
- Creating an *online* platform for public consultations (special objective), as well as
- Implementation of standard public consultation rules.

In addition, the Strategy for Improving Policy Planning and Coordination in Kosovo 2017-2021, raises the need for:

- Linking strategic sector documents with the National Development Strategy;
- Linking policies with the National Program for the Implementation of SAA;

¹ Government of the Republic of Kosovo: "Strategy on Local Self-government 2016-2026", Prishtine, 2016, pg. 32

- Implementing sectoral strategies;
- Improving coordination during drafting of policies with all stakeholders;
- Adjusting deadlines during inter-ministerial and public consultations, because they are often short and do not allow for an effective contribution from civil society;
- Interventions in planned reforms including consultation with internal and external stakeholders.

European Commission for years through the progress reports has identified shortcomings in the field of transparency, by listing the main problems, but in some cases also the achievements. Referring to the findings in the EC report for Kosovo for 2018, the weaknesses are noted in:

- Adoption of draft laws by the Kosovo Assembly, without a consultation with the targeted groups, due to accelerated procedures;
- Poor rate of putting documents to public discussion (only 21% of documents have been subject to public consultation);
- Low level of reaction of civil society and involvement of public in decision-making;
- Progress has been made in the entry into force of the two regulations: Regulation on consultation standards and the Regulation on the financing of NGOs.

Therefore, such intervention measures are important for the fact that they improve communication with citizens, create space for sustainable policy-making, their efficient implementation, and meet Kosovo's obligations in relation to the criteria required by the European Union.

Legal mechanisms for participation and implementation of the principle of transparency

Local government in Kosovo strongly promotes principles of transparency, accountability and citizen involvement in decision-making. The first and simplest way in which transparency can help deliver impartiality is by allowing the public to play an important role in ensuring that the rules are applied fairly and correctly. Citizens cannot be anywhere closer to the state than through local government bodies. Municipalities are the closest address to request that services and resources be distributed fairly, equitably and in accordance with their systematic needs.

The largest number of taxes and levies collected by the state are distributed to municipalities for the exercise of legal powers. Taxes for which citizens pay on a periodic basis are own resources of municipalities, which are spent on services provided. The planning of their spending is done through the municipal budget, which is the main annual document that collects all investment projects of public interest. When preparing the budget, municipalities are legally obliged to hold

consultations with citizens, businesses, interest groups and civil society. Therefore, good municipal governance would only take place if the planning of budget funds, other policies, their expenditures and the manner of distribution of public investments were based on the opinion of citizens, through numerous forms of their direct involvement.

In order for the transparency to be part of policy-making at local level, the Law on Local Self-government has defined a number of legal instruments for citizen participation in public life that include:

- Comprehensive public meetings with citizens;
- Consultations for draft-laws and policy documents;
- Information and consultation through e-government;
- Cooperation with the civil society;
- The right of access to public documents;
- Consultative committees;
- Citizen initiative, petitions and local referendums.

All these forms have their legal, procedural basis, the means and forms of their implementation. Their effect on improving local governance is seen through increased transparency, the creation of active citizenship and the strengthening of social dialogue. Although numerous, their application varies from one municipality to another, as evidenced by the numerous statistics from monitoring reports of various public and non-public institutions. Also, not all are applicable for legal but also practical reasons.

Objectives of Action Plan for Transparency

The main objective of the Action Plan for Municipal Transparency is “to ensure open governance for citizens, comprehensive in the process policy planning and development, as well as transparent and accountable governance”.

Specific objectives are:

- Providing a clear of organized planning framework, which defines the roles of all responsible participants for municipal transparency;
- Strengthening local mechanisms of direct democracy, to create a public interested in public affairs;
- Advancing information mechanisms so that citizens are heard and encouraged to be active in decision-making processes;
- Establishment of an effective governance system, in which the main principle of policy drafting is the information base;
- Building a genuine partnership with civil society, at all stages of the management of municipal bodies.

Stages of development of the Municipal Transparency Action Plan

Development of the Model – Action Plan for transparency consists of several phases as follows:

- 1) **Preparatory phase** – The mayor of the municipality establishes the working group. The composition of the working group should be multi-sectoral and led by the Office for Public Communication in cooperation with the municipal legal office. The drafting procedures are done in accordance with the rules in force for procedures of drafting municipal acts.
- 2) **Phase of accessing priorities** – during this phase, the chairperson together with the working group analyzes the collected documentation (legislation and bylaws applicable to the work of the municipal administration; strategic documents of the municipality on the basis of which the legal acts of the municipality are expected to be developed, municipal plans, other policy documents for which public consultation should take place and the presence of citizens should be ensured. Based on the analysis of the current situation and short-term, medium-term and long-term plans, priorities should be set and a list of actions for each activity should be made.
- 3) **The phase of defining activities and proposing measures** – this phase includes the categorization of priorities according to development periods, ranking of activities, methods and action tools, deadlines, bodies/responsible officials, financial cost.

- 4) **Monitoring and reporting phase of the action plan for transparency** - includes monitoring, recording and reporting of activities that develop based on the Transparency Action Plan. Reporting enables for the collected information to be used in decision making which improves the implementation of the objectives of the Transparency Plan. The Chairman of the Working Group participates in the working group for drafting the annual work plan of the municipality.

Methodology for evaluating and defining transparency activities

Evaluating transparency activities means prioritizing actions in the Plan according to priorities, enabling the municipality to be open and cooperative with citizens in all three key phases of management: 1) Planning; 2) Implementation; 3) Reporting.

Priorities are set based on the importance of processes, respectively: the type of action that will be undertaken by the respective municipal body; types of policy documents for which citizen involvement is required; scope of legal acts planned to be drafted; their economic and social influence; the financial weight of the proposed policy; period of action; geographical extent etc.

After defining the activities, the working group sets the priorities and methods of action which should be an integral part of the action plan, which are different depending which phase is concerned.

Monitoring of the implementation of the Transparency Plan

The implementation of the Action Plan for Transparency will be continually monitored with the relevant mechanism, will be periodically reviewed and will be updated in accordance with relevant normative, institutional, procedural and personnel developments inside and outside the municipal facility.

Continuous monitoring of implementation is important to ensure that the measures envisaged are effective and affect the quality of policy-making, as a precondition for the legitimacy of the decision-making process.

Monitoring should also define whether the measures used have produced the planned effects, have led to quality, efficient and effective, cost-effective and affordable decision-making.

Regular reporting ensures that the implementation of the Plan is done in accordance with the schedule and that the planned results are achieved.

In order to ensure the implementation of the action plan for transparency, a mechanism for monitoring and reporting on this plan is established, as follows

Working group - established with a decision of the mayor of the municipality and is responsible for:

- Drafting the Action Plan for Municipal Transparency;
- The group shall also ensure the implementation of the plan and guarantee that on a periodic basis the Annual Work Plan of the Municipality is related to the activities and measures set out in the Annual Action Plan for Transparency;
- The chairperson of the Working Group participates in drafting the annual work plan of the municipality.
- Proposes measures necessary for the full implementation of the measures proposed in the Transparency Action Plan;
- Monitors the implementation of measures to improve transparency;
- Reports to the mayor on the implementation of the action plan for transparency.

Action Plan for Municipal Transparency

Objectives	Activities	Measurement indicators	Deadline	Unit/person responsible	Notification method / implementation	Reference documents	Reporting column
Transparency of municipal assemblies							
Regular information of citizens and interest groups about the activities of the Municipal Assembly and committees	Publication of announcements, provision of necessary materials, space for public participation and representatives of printed/electronic media in the meetings of the Municipal Assembly and committees	1) Number of announcements published in official languages for the assembly meeting on the official website of the municipality 2) Number of announcements published in official languages for the committee meeting on the official website of the municipality	1) Notification seven (7) days prior to the regular meetings of the Assembly; 2) Notification 3 working days prior to the extraordinary meeting; 3) In-day call for urgent meetings	Chairperson of Municipal Assembly	Through the official website; public announcements; other forms of information.	- Law no. 03/L-040 on Local Self-government; - Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities; - Statute of the Municipality; - Regulation on municipal transparency	
	Broadcast in real time of the municipal assembly meetings	Number of municipal assembly meetings broadcasted directly	Consistently	Secretariat of the assembly; IT Officer; Information Office;	Through the official website; Social network; Youtube; Local media;	- Law no. 03/L-040 on Local Self-government; - Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities; - Statute of the Municipality;	

	Publication of data on the composition of the assembly committees and their functions	1) Details of representatives in committees, published; 2) decisions for the establishment of committees, published; 3) Responsibilities of committees, published in the website	Based on the time of establishment and functionalization;	Information Office; Secretariat of the assembly	Web-site of the municipality;	Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities; Administrative Instruction (MLGA) no. 01/2015 for websites of public institutions	
Transparency of the Mayor of the Municipality / Involvement of citizens / Access to public documents / Public information							
	Publication of acts of the mayor of the municipality	List of approved acts, published	Consistently	Information Office; Office of the mayor	Web-site of the municipality;	Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities	
	Early public involvement in the planning process	Draft Plan of the Executive body for the next calendar year published for consultation with citizens	Until the end of December	Information Office; Office of the mayor;	Web-site of the municipality; Government Platform for Public Consultation; other forms assessed by the municipality;	Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities; Administrative Instruction (MLGA) no. 06/2018 for Minimum Standards of Public	
	Involvement of citizens in decision-making						

	<p>Publication of the list of properties planned for allocation for use next year, after approval by the Municipal Assembly</p>	<p>List of properties planned for allocation for use, published</p>	<p>Until December 31, of the previous year</p>	<p>Information Office; Office of the mayor; Secretariat of the assembly;</p>	<p>Web-site of the municipality; Official Gazette of Kosovo</p>	<p>Law no.06/L-092 on allocation for use and exchange of the municipal immovable property Regulation (MLGA) no. 01/2017 on the procedure of drafting and publishing municipal acts Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;</p>	<p>Consultation in Municipalities</p>
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	Holding of at least two public meetings with citizens within the year	2 meetings held during the year	First meeting in the first half of the year Second meeting in the second half of the year	Information Office; Office of the mayor;	Notification through the website of the municipality; Usage of online communication platforms; Direct meetings;	Law no. 03/L-040 on Local Self-government; Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;	
	Number of other consultative meetings within neighborhoods, settlements and other locations	Number of meetings for which the condition of 14 day notice and the official language is met; The number of meetings for which requests and recommendations given by the public are identified and published on the official website of the municipality, within 15 days after the end of the meeting.	Notification announced 14 days prior the meeting in official languages	Information Office; Office of the mayor;	Notification through the website of the municipality; Usage of online communication platforms; Direct meetings;	Law no. 03/L-040 on Local Self-government; Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;	

	Review of citizen's requests/initiatives and petitions	<p>1) Number of requests, citizen initiatives and petitions submitted to the mayor;</p> <p>2) Number of requests, citizen initiatives and petitions reviewed within 60 days;</p> <p>3) Number of public notifications published within 15 days for the submitted requests, citizen initiatives and petitions</p>	Consistently	Mayor of the municipality; Municipal assembly;	Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;	
	Establishment of consultative committees	<p>Number of request submitted for the establishment of the committees;</p> <p>Number of established consultative committees;</p>	Upon submission of the request and / or on the occasion of the end of the mandate of the committee	Municipal assembly;	AI 01/2016 on the procedure of establishment, organization and competences of consultative committees in municipalities	

<p style="text-align: center;">Encouraging citizens for participation in budget discussions</p>	<p>Holding of the meetings with citizens for the Mid-term Expenditure Framework</p>	<p>The number of meetings with citizens for MTEF</p>	<p>Before the date July 30</p>	<p>Mayor of the municipality; Directorates</p>	<p>Notification through the website of the municipality, or other announcements; Direct meetings; Written consultations; Electronic consultations; Government Platform for public consultations; Other forms defined in Article 10 of the AI for Minimum Standards of Public Consultation;</p>	<p>Administrative Instruction (MLGA) no. 06/2018 for Minimum Standards of Public Consultation in Municipalities; Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities</p>	
	<p>Publication of MTEF</p>	<p>MTEF published in the website of the municipalities</p>	<p>After the approval in the Municipal Assembly</p>	<p>Information Office; Office of the mayor</p>	<p>Website of the municipality</p>		
	<p>Holding consultations with citizens on the draft budget of the municipality</p>	<p>Public consultations for the draft-budget, held</p>	<p>Before the date September 01</p>	<p>Mayor of the municipality/ Directorates</p>	<p>Notification through the website of the municipality, or other announcements;</p>	<p>Administrative Instruction (MLGA) no. 06/2018 for Minimum Standards of</p>	

	<p>Submission of quarterly financial reports to the municipal assembly and publication in the official website</p>	<p>1) Reports submitted for discussion in the municipal assembly; 2) Reports published in the website;</p>	<p>1) Quarterly report 4, before the date January 31; 2) Quarterly report 1, before the date April 30; 3) Quarterly report 2, before the date July 31; 4) Quarterly report 3, before the date October 31;</p>	<p>Mayor of the municipality; Executive;</p>	<p>Incorporation in the agenda; Discussion in the assembly; Publication in the website;</p>	<p>Law no. 03/L-048 on the Public Financial Management and Accountability Law no. 03/L-040 on Local Self-government; Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;</p>	
<p>Publication of the final financial report</p>	<p>Report published</p>	<p>Not later than March 31, of every calendar year</p>	<p>Mayor of the municipality; Executive;</p>	<p>Official website of the municipality;</p>	<p>Law no. 03/L-048 on the Public Financial Management and Accountability; Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;</p>		
<p>Publication of the list of the beneficiary entities from the category of subsidies</p>	<p>List of entities benefiting from subsidies, published;</p>	<p>After the approval of the list from the evaluation commission</p>	<p>Information Office Relevant Directorate</p>	<p>Official website of the municipality; other social platforms;</p>	<p>Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;</p>		

	Discussion of the report of the National Audit Office in the Municipal Assembly	Report incorporated in the agenda and discussed in the Municipal Assembly	After the publication from the NAO	Chairperson of the assembly Mayor of the municipality	Incorporation in the agenda; Discussion in the assembly; Publication in the website;	Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;	
	Publication of the procurement plan for the fiscal year	Procurement plan published in the website	After the adoption and promulgation of the annual law on budget allocations	Information Office Procurement Office	Website of the municipality; E-procurement	Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;	
Ensuring transparency in public procurement procedures	Publication of the annual report on the implementation of the public procurement plan	Procurement plan, published	Not later than January 31, for the previous year	Procurement Office in cooperation with the Information Office	Website of the municipality	Law on Public Procurement; Administrative Instruction of MPA for the maintenance of electronic websites of public institutions; Operational Guidelines for Public Procurement; Administrative Instruction (MPL) No.03/2020 on Transparency in Municipalities	

	Publication of all procurement activities in the website of the municipality	The number of procurement activities, published	Consistently	Procurement Office in cooperation with the Information Office	Website of the municipality; E-procurement;	Law on Public Procurement; Administrative Instruction of MPA for the maintenance of electronic websites of public institutions; Operational Guidelines for Public Procurement; Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities	
Improving the quality of municipal policy documents and acts through the implementation of minimum standards of public consultation at the local level	Establishment of responsible municipal structures for coordination and implementation of minimum standards of public consultation	Officer responsible for public consultation, appointed with the decision of the mayor		Mayor of the municipality		Administrative Instruction (MLGA) no. 06/2018 on Minimum Standards of Public Consultation in Municipalities;	
	Preparation of a special plan for all draft bylaws and local policies, which are subject to the public consultation process during the year	Special plan, drafted	In December for the coming year	Officer responsible for public consultation;	Incorporation of the activities of the annual work plan of the municipality in	Administrative Instruction (MLGA) no. 06/2018 on Minimum Standards of	

<p>Meeting the criteria of the official website, facilitating services and regular information for citizens</p>	<p>Publication of services provided</p>	<p>1) Number of services provided by the institution to the public; 2)The number of procedures and conditions of their benefit and the mandatory deadline for receiving a response to the requested service, published in the official languages; 3) Detailed list of services provided by the institution to the public, such as: licenses, permits, authorizations, certificates, certifications or other public services, where they will be included, published in the official languages</p>	<p>Consistently</p>	<p>Administration Directorate Information office</p>	<p>Website of municipality; Citizen service center</p>	<p>Administrative Instruction (MPA) Nr. 01/2015 for the websites of public institutions; Administrative Instruction (MLGA) no. 03/2020 for Transparency in Municipalities;</p>	
	<p>Provision of electronic services by the Center</p>	<p>Information and provision of open online services by the Center;</p>	<p>Consistently</p>	<p>Director of the Administration /Citizen</p>	<p>Citizen Service Center</p>	<p>Administrative Instruction (MLGA) no. 03/2020 for</p>	

