



REPUBLIKA E KOSOVËS  
MINISTRIA E ADMINISTRIMIT  
TË PUSHTETIT LOKAL



# Open Government Partnership Kosovo National Action Plan 2026-2028

Strengthening Transparency, Participation and Accountability

[mapl.rks-gov.net](http://mapl.rks-gov.net)

Tel; +383 (0) 38 200 64 209

Adresa; Ish ndërtesa Rilindja Kati  
11,12 dhe 13 Prishtinë

Prishtinë, mars 2026



Open Government Partnership  
Kosovo

# Table of Contents

<b>Foreword</b> .....	<b>1</b>
<b>Chapter I: Open Government in Kosovo: Context and co-creation</b> .....	<b>2</b>
<b>1.1. National context and strategic alignment</b> .....	<b>2</b>
<b>1.2. A co-creation process anchored in evidence</b> .....	<b>2</b>
<b>1.3. Institutional framework for implementation</b> .....	<b>5</b>
<b>Chapter II: Priority areas and commitments for 2026–2028</b> .....	<b>5</b>
<b>Chapter III: Commitments in detail</b> .....	<b>6</b>
<b>Commitment 1: Strengthening transparency and citizen participation through the E-Komuna platform</b> .....	<b>6</b>
<b>Commitment 2: Strengthening proactive publication and transparency at the Ministry of Finance</b> .....	<b>12</b>
<b>Commitment 3: Standardizing and improving the proactive publication of public documents and monitoring the open data platform</b> .....	<b>17</b>
<b>Commitment 4: Enhancing transparency and public oversight of anti-corruption data</b> .....	<b>21</b>
<b>Commitment 5: Strengthening coordination and monitoring of Open Government Action Plan 2026 -2028 implementation</b> .....	<b>25</b>
<b>Chapter IV: Implementation and monitoring</b> .....	<b>30</b>
<b>4.1. Governance and coordination</b> .....	<b>30</b>
<b>4.2. Mid-Term review process</b> .....	<b>31</b>

## Foreword

The 2026–2028 Action Plan represents a strategic evolution in our approach to open government, built on the lessons of the past plan and a clear vision of the challenges and opportunities that lie ahead.

Our previous action plan cycle provided valuable insights, revealing that broad ambition must be matched with focused, implementable actions. Consequently, this plan adopts a "deeper, not broader" philosophy. Instead of a wide array of commitments, we have prioritized five strategic interventions that address the opportunities to improve transparency, participation, and accountability in Kosovo. This focus is not a reduction in ambition, but a concentration of our collective will to achieve tangible, lasting change.

The selection and development of these commitments were driven by an intensive and genuinely collaborative co-creation process that took place throughout the months of November 2025-January 2026. Through surveys and a multi-stakeholder workshop in January 2026, we brought together government institutions and civil society counterparts to analyze challenges, prioritize solutions, and define a shared sense of ownership.

This plan is a direct reflection of that dialogue, grounded in evidence and the expressed needs of the key stakeholders. This Action Plan is a roadmap for a more responsive, and trustworthy government. It leverages digital transformation to make governance more efficient and accessible, standardizes processes to ensure equity and predictability, and strengthens the mechanisms through which citizens can hold their government to account. It is a plan for Kosovo, by Kosovo, and it will be implemented with the same spirit of partnership in which it was co-created.

The drafting and co-creation process of the Action Plan was supported by the Centre of Expertise for Multilevel Governance at the Congress of Local and Regional Authorities of the Council of Europe.

**Ministry of Local Government Administration**

## Chapter I: Open Government in Kosovo: Context and co-creation

### 1.1. National context and strategic alignment

Kosovo's journey toward a more open government is linked to its broader national development and public administration reform agenda. The commitments within this Action Plan are designed to directly support and accelerate key national strategies, including **the Strategy on Local Self-Government 2016-2026<sup>1</sup>**, **the Strategy for Public Administration Reform 2022-2027<sup>2</sup>** and **the e-Government Strategy 2023-2027<sup>3</sup>**. The plan addresses challenges identified by both domestic and international observers, including the need for more systemic transparency, meaningful citizen engagement beyond formal consultations, and robust anti-corruption mechanisms.

Implementation of the **2023–2025 Open Government Action Plan<sup>4</sup>** has been constrained by a combination of structural, capacity-related, and process-related challenges identified by both public institutions and civil society organizations. From the public sector perspective, the most significant obstacles were insufficient human resources and expertise, limited budgetary allocations, weak inter-institutional coordination, and unclear distribution of responsibilities among implementing actors. These constraints were often compounded by competing policy priorities, technical difficulties, and, in some cases, an overly ambitious scope of commitments relative to available capacities.

From the civil society perspective, challenges centered on the quality and timing of participation, notably the lack of robust monitoring and accountability mechanisms, instances of tokenistic engagement where inputs were not meaningfully reflected, and the late involvement of CSOs in key stages of the process. Additional concerns included limited outreach to diverse civil society actors, weak coordination within the CSO community, and insufficient transparency in decision-making. Taken together, these findings underscore the need for clearer governance arrangements, earlier and more inclusive stakeholder engagement, strengthened coordination and monitoring mechanisms, and a more realistic alignment between commitments, resources, and institutional capacities in the next Action Plan cycle.

### 1.2. A co-creation process anchored in evidence

This Action Plan is the result of a deliberate and evidence-based co-creation methodology designed to address shortcomings identified in previous engagement efforts.

The process started at the end of October 2025, with an analysis of the achievements, challenges, and lessons learned from the implementation of the National Action Plan 2023—2025 of Kosovo, which helped define the next steps of the processes around the design of the new action plan, specifically of the co-creation processes to ensure a multi-stakeholder, participatory approach and bringing in the perspectives of as many stakeholders as possible.

The first meeting of the Working Group was convened by the MLGA on **29 October 2025** to review the main challenges encountered during implementation of the previous plan and to clarify the Open Government Partnership (OGP) requirements for the co-creation process. The discussion highlighted the need for more structured, targeted guidance on OGP processes, co-creation standards, and related procedural requirements for both public servants and civil society representatives.

**On 13 November 2025**, a webinar on open government was organized for public sector representatives. It was followed by a post-webinar survey designed to capture additional feedback on the previous plan and to gather ideas and proposed directions for the development of the new plan.

---

<sup>1</sup> [https://mapl.rks-gov.net/wp-content/uploads/2017/08/Strategjia\\_liber\\_tri-gjuhe\\_finale-2016.pdf](https://mapl.rks-gov.net/wp-content/uploads/2017/08/Strategjia_liber_tri-gjuhe_finale-2016.pdf)

<sup>2</sup> <https://kryeministri.rks-gov.net/wp-content/uploads/2023/01/PUBLIC-ADMINISTRATION-REFORM-STRATEGY-2022-2027.pdf>

<sup>3</sup> <https://mpb.rks-gov.net/Uploads/Documents/Pdf/EN/2700/e-Government%20Strategy%20Kosovo%202023-2027.pdf>

<sup>4</sup> <https://www.opengovpartnership.org/documents/kosovo-action-plan-2023-2025-december/>

**On 21 November 2025**, a dedicated webinar on open government was held with civil society representatives to ensure their active involvement in shaping the new action plan. The session provided an overview of OGP principles and co-creation standards, created space for participants to reflect on lessons learned from the previous plan, and facilitated discussion on priorities and emerging needs. A structured post-webinar survey was subsequently administered to systematically capture feedback, proposals, and recommendations from civil society actors to inform the design of the new plan.

**On 16 December 2025**, members of the National OG Forum convened for a dedicated working meeting to clarify roles, expectations, and practical arrangements related to the co-creation of the new National Action Plan on Open Government. The discussion was structured around three main dimensions: the roles of members before and during the co-creation phase, and the logistical and organizational preparations required for the co-creation event. Participants first reviewed their responsibilities *prior to the launch of the co-creation process*, emphasizing the importance of familiarizing themselves with Open Government principles and OGP standards, reflecting on lessons learned from Kosovo's previous Action Plan (2023–2025), and consulting their respective institutions and networks to identify priority issues affecting transparency, accountability, and service delivery. Members were encouraged to promote inclusive participation, particularly from underrepresented groups, and to approach the process with a problem-solving mindset.

The meeting then focused on the *active role of Forum members during the co-creation process*, underlining that members are expected to act as co-shapers of the National Action Plan rather than observers. This includes supporting outreach by disseminating surveys within their networks, actively participating in discussions and meetings, contributing to the agenda-setting for the co-creation event, and committing to sustained engagement throughout the drafting phase. Finally, Forum members reviewed the *logistical and preparatory aspects of the co-creation event which was planned for January 2026*, including venue arrangements, outreach strategies to ensure diverse participation, public communication and registration processes, coordination of internal and external communication channels, and the role of members as co-facilitators. Particular attention was given to the need to systematically process survey results to identify emerging thematic clusters of commitments and to map relevant public institutions as potential future co-owners of commitments.

In addition to the meetings and webinars organized as part of the co-creation process, an analysis was conducted of the achievements, challenges, and lessons learned from the implementation of Kosovo's National Action Plan 2023–2025, as already mentioned above. The purpose of this assessment was to inform the next steps in the co-creation process of the new Action Plan and to strengthen the co-creation methodology. The findings helped shape an approach centered on broad multi-stakeholder participation, ensuring that the perspectives of public institutions, civil society organizations, and other relevant actors are systematically captured and reflected in the new plan. Thus, two dedicated sets of surveys were developed and disseminated as core tools of the co-creation process: one targeting public institutions and one targeting civil society organizations. The surveys were designed to gather structured feedback on the previous Action Plan, identify priority areas for reform, and collect proposals for future commitments.

Co-creation surveys for the public sector:

- English version: <https://forms.gle/M1hyGB6J8muPSS287>
- Albanian version: <https://forms.gle/kp48dYt3xvh8pFty5>
- Serbian version: <https://forms.gle/ShSeAopEWJa7R81s5>

Co-creation surveys for civil society organizations:

- English version: <https://forms.gle/sH5t8Y2m41Nvyi96>
- Albanian version: <https://forms.gle/tfezLYMpWv4XN7DcA>
- Serbian version: <https://forms.gle/Y1GfvA9nYwEupGET9>

The availability of the surveys in two languages was intended to ensure accessibility and inclusiveness, enabling participation from Kosovo's diverse stakeholder landscape. A total of 31 respondents provided feedback, including 13 representatives of civil society and 18 representatives of public sector institutions. While this input provided a valuable evidence base for the co-creation process, future consultation rounds would benefit from a broader pool of respondents in order to further strengthen representativeness and capture a wider range of perspectives. The results of these surveys served as a key input for identifying thematic priorities and informing the design of commitments under the new National Action Plan.

The national co-creation workshop held on **22 January 2026 in Pristina** marked the central milestone of the

Action Plan development process. The workshop was led by the Ministry of Local Government Administration (MLGA), with the support of the Congress of Local and Regional Authorities of the Council of Europe and brought together a balanced group of representatives from government institutions and civil society to jointly shape the priorities and structure of the new Open Government Action Plan.

The workshop was designed not as a consultation exercise, but as a genuine co-creation platform, grounded in the principle of equal voice and shared ownership between government and civil society. From the outset, participants agreed on a key working principle: the objective was to co-create solutions rather than defend institutional positions, recognizing that the success of the Action Plan depends on collective responsibility and partnership.

A central component of the workshop was a structured multi-stakeholder prioritization exercise. Building on the results of the preparatory surveys and prior analytical work, participants reviewed a curated list of potential commitment areas across key domains such as citizen participation, digital governance, transparency, and anti-corruption. Through a transparent voting process, participants jointly identified the commitments with the highest strategic relevance and public value. This ensured that the emerging priorities reflected a genuine cross-sector consensus rather than unilateral institutional preferences.

For example, the proposal to strengthen citizen participation through the E-Komuna platform received 81.8% of the votes, signaling a clear and shared mandate to prioritize digital participatory tools that directly connect citizens with municipal decision-making. Other high-ranking commitments included strengthening the right to information, developing digital monitoring tools for reforms, and enhancing procurement transparency.

The prioritization process provided evidence-based foundation for the drafting phase, aligning the Action Plan with stakeholder expectations and Kosovo's broader governance reform agenda.

Following the prioritization, participants were divided into multi-stakeholder breakout groups, each composed of representatives from public institutions and civil society. The groups worked using structured OGP commitment templates and a clearly defined methodology. In two rounds of facilitated group work, participants:

- Defined precise problem statements grounded in evidence and stakeholder experience.
- Identified root causes and target beneficiary groups.
- Assessed existing initiatives and gaps.
- Proposed concrete solutions and expected public value.
- Proposed draft milestones, outputs, and timelines.
- Examined how each commitment would strengthen transparency, accountability, and participation

Draft commitments were then discussed in plenary, where participants challenged and agreed criteria of relevance, ambition, feasibility, and measurability.

This collaborative design process ensured that commitments emerged as jointly owned initiatives, rather than top-down government proposals. Participants agreed on an iterative follow-up process involving bilateral and small group working meetings to refine commitment texts, clarify institutional leadership and civil society co-ownership, and finalize indicators and milestones. A clear timeline was established for drafting, validation, and submission of the Action Plan.

Overall, the co-creation workshop functioned as a structured participatory design laboratory, translating stakeholder priorities into actionable commitments and reinforcing the importance of institutional culture of partnership and collaboration that underpins the Open Government process in Kosovo.

On **3 February 2026**, a follow-up working meeting was held with designated leads from both public institutions and civil society to conduct a focused review of the draft Open Government Action Plan 2026–2028. The session centered on refining the draft commitments, with participants collaboratively working in a shared Google Drive workspace to provide detailed inputs and adjustments using the official OGP commitment templates. This hands-on working session allowed stakeholders to understand what needs to be fine-tuned in terms of commitment description: problem statements, activities, milestones, or indicators, ensuring clarity of ownership, feasibility of implementation, and alignment with OGP standards before the draft Action Plan moved to the next stage of consolidation.

### 1.3. Institutional framework for implementation

The successful implementation of this Action Plan will be coordinated by the **Ministry of Local Government Administration (MLGA)**, which serves as the national point of contact for OGP. A National Forum, comprising representatives from lead government institutions and an equal number of civil society organizations, will oversee the implementation, monitoring, and evaluation of the plan. This coordination mechanism ensures that the collaborative spirit of the co-creation phase is carried through to the implementation and monitoring, evaluation and all accountability stages.

## Chapter II: Priority areas and commitments for 2026–2028

Based on the co-creation process, Kosovo will focus on five strategic commitments for the 2026–2028 period. These commitments are designed to be mutually reinforcing, creating a synergistic effect that advances open government across multiple fronts. They represent a focused effort to build the core digital and institutional infrastructure for a more transparent, participatory, and accountable government.

#	Commitment title	Lead institution(s)	OGP Values Advanced
1	<b>Strengthening transparency and citizen participation through the E-Komuna platform</b>	MLGA	Transparency Citizen participation Public accountability
2	<b>Strengthening proactive publication and transparency at the Ministry of Finance</b>	MF	Access to information Transparency Public accountability
3	<b>Standardizing and improving the proactive publication of public documents and monitoring the open data platform</b>	API, MAPL	Access to information Transparency Citizen participation
4	<b>Enhancing transparency and public oversight of anti-corruption data</b>	APK	Access to information Transparency Public accountability Citizen participation
5	<b>Strengthening coordination and monitoring of Open Government Action Plan 2026 -2028 implementation</b>	MLGA	Access to Information, Transparency, Accountability

These commitments were prioritized for their potential to deliver systemic change. They move beyond ad-hoc initiatives to create standardized, scalable, and sustainable models for open government that can be piloted and then rolled out across Kosovo. Each commitment is grounded in a clear problem definition, backed by evidence from stakeholder consultations and prior analysis, and features a realistic, milestone-driven implementation plan.

## Chapter III: Commitments in detail

### Commitment 1: Strengthening transparency and citizen participation through the E-Komuna platform

<b>Number and Name of the Commitment</b>	<b>Nr. 1 Strengthening transparency and citizen participation through the E-Komuna platform</b>		
<b>Brief Description of the Commitment</b>	Increase transparency and citizen participation at the local level by expanding and institutionalizing participatory tools within the E-Komuna platform, enabling citizens to access information, submit comments, proposals, and reports, and track structured and publicly visible municipal responses. The commitment strengthens the E-Komuna platform as a two-way tool for participation and accountability, complemented by targeted outreach and capacity-building measures to support effective adoption. It shifts the platform from a service provision tool toward a mechanism for meaningful citizen involvement in local decision-making: <a href="https://ekosova.rks-gov.net/Service/27">https://ekosova.rks-gov.net/Service/27</a>		
<b>Commitment Lead</b>	Ministry of Local Government Administration (MLGA)		
<b>Supporting Stakeholders</b>	<b>Government</b>	<b>Civil Society</b>	<b>Other Actors (Parliament, Private Sector, etc)</b>
	Office of the Prime Minister – Office for Good Governance; Information Society Agency; Municipalities	Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations operating at the municipal level.	Association of Kosovo Municipalities; Donors and development partners
<b>Period Covered</b>	2026–2028		

#### Problem Definition

##### 1. What problem does the commitment aim to address?

Citizen participation at the local level in Kosovo remains fragmented, inconsistent, and largely procedural, with mechanisms often limited to formal consultations that lack effective feedback loops and institutional follow-up. In addition, citizens face difficulties accessing clear, structured information about participation opportunities and tracking how their inputs are handled by municipalities. As a result, citizen contributions are rarely traceable through decision-making processes and have limited influence on municipal policies, priorities, and service delivery.

This problem affects citizens across municipalities, particularly during key decision-making moments such as budget preparation, local investment planning, urban development, and policy formulation, where participation is most needed but often least impactful. The absence of structured, transparent, and traceable participation mechanisms undermines trust in local institutions, weakens accountability, and discourages sustained civic engagement.

The challenge stems from the lack of an institutionalized and unified approach to participation and transparency at the municipal level. Responsibilities for managing citizen input are unclear, practices are applied inconsistently, and existing tools are not systematically embedded into governance workflows or widely adopted by citizens. Addressing this gap requires strengthening the governance framework for participation and transparency, rather than relying on isolated consultations or standalone digital tools.

##### 2. What are the causes of the problem?

The persistence of weak and largely formal citizen participation at the local level is driven primarily by structural and institutional factors rather than by the absence of digital tools. A key cause is limited citizen awareness of

participation rights and available engagement mechanisms. Information about participation opportunities is often fragmented, inconsistently communicated, or not presented in a citizen-friendly manner, which restricts accessibility and inclusiveness.

At the institutional level, municipalities lack a unified and standardised framework for managing citizen participation. Mechanisms are frequently implemented on an ad hoc basis, without clear procedures, defined responsibilities, or mandatory follow-up. As a result, feedback loops are weak: citizen inputs are collected but not systematically assessed, documented, or reflected in decision-making. The absence of clear accountability for responding to citizen contributions undermines trust in public institutions.

Governance arrangements further reinforce the problem. Participation is not consistently embedded in core municipal workflows such as budget planning, investment prioritization, and policy formulation. Roles for coordinating participation across departments are often unclear, causing engagement to function as a parallel procedural exercise rather than an integrated governance practice.

Although digital tools are available, their effectiveness has been limited because they are not supported by standardized procedures, capacity building, and monitoring mechanisms, and are not widely adopted by citizens. This confirms that the root causes of the problem are primarily institutional and organizational, with technological gaps playing a secondary role.

## **Commitment Description**

### **1. What has been done so far to solve the problem?**

In recent years, central and local institutions in Kosovo have undertaken multiple initiatives to improve transparency, municipal service delivery, and interaction with citizens. These efforts include the introduction of digital tools, the publication of information through municipal websites and online platforms, the organisation of public consultations and hearings, and project-based participation initiatives supported by development partners and civil society organisations.

At the local level, municipalities have piloted various participation formats, such as public meetings, consultation processes linked to budget preparation, and feedback channels for municipal services. At the central level, reforms in digital governance and access to public information have created a more enabling environment for transparency and citizen engagement.

While these initiatives have expanded access to information and created additional opportunities for citizen interaction, they have remained uneven and fragmented across municipalities. Participation mechanisms are often implemented without common standards, clear institutional ownership, or systematic integration into decision-making processes. As a result, citizen inputs are not consistently documented, tracked, or followed up through formal responses, and participation outcomes are not always communicated back to citizens in a transparent and structured manner.

Previous efforts have therefore laid important foundations but have not yet resulted in the institutionalisation of participation practices at the municipal level. The absence of unified procedures, monitoring mechanisms, and clear accountability for responding to citizen inputs has limited the sustainability and long-term impact of these interventions.

### **2. What solution are you proposing?**

This commitment proposes the further development and institutionalisation of the E-Komuna platform as a unified national mechanism for citizen participation, transparency, and accountability at the local level. The platform will move beyond its current role as a service-related tool and be systematically used to support structured interaction between citizens and municipalities throughout key governance processes.

The commitment will expand and consolidate existing participation modules and introduce new functionalities that allow citizens to submit requests, feedback, proposals, and reports in a structured and traceable manner.

Municipalities will be required to provide timely, standardised, and publicly visible responses, ensuring that citizen inputs are formally acknowledged, processed, and followed up.

To ensure effective adoption, the commitment will be accompanied by targeted outreach and awareness measures that inform citizens about participation opportunities and support inclusive use of the platform. In parallel, capacity-building activities will strengthen municipal ability to manage citizen inputs and embed participation into everyday governance practices.

Importantly, the solution is not limited to technological development. It includes the introduction of standardised procedures and operational guidelines for citizen participation, clearly defined institutional roles and responsibilities within municipalities, and monitoring and reporting mechanisms coordinated by the MLGA to ensure consistency, quality, and accountability across municipalities.

By embedding participation into institutional workflows, strengthening adoption, and ensuring transparency of outcomes, the commitment addresses a substantial part of the identified problem. While it will not resolve all challenges related to civic engagement, it will significantly improve the structure, traceability, and impact of citizen participation and establish a scalable, sustainable national model aligned with OGP principles.

### 3. What results do we want to achieve by implementing this commitment?

#### Outputs

- Upgraded E-Komuna platform with standardised participation modules enabling citizens to submit requests, feedback, proposals, and issue reports in a structured and traceable manner.
- Municipal dashboards and workflows enabling municipal teams to register, assign, track, and respond to citizen inputs consistently, including response timelines and follow-up actions.
- Publicly accessible, aggregated participation data (in line with applicable data protection requirements), including the number and type of inputs received, response rates and timelines, and status of follow-up actions.
- Operational guidelines and standard procedures (SOPs) for municipalities on digital participation and feedback management, clarifying roles, responsibilities, minimum service standards, and escalation pathways.
- Outreach and user guidance materials to support citizen awareness and inclusive adoption of the participation tools, complemented by training and practical support for municipal staff.
- Streamlined participation and feedback handling processes, reducing reliance on fragmented channels and enabling more efficient internal processing of citizen inputs.

#### Changes in practices, systems, and behaviours

- More consistent and transparent participation practices, initially in pilot/implementing municipalities and progressively across municipalities, reducing ad hoc or symbolic consultations.
- Improved institutional responsiveness and accountability, supported by clear responsibilities, traceable case handling, and publicly visible follow-up.
- Stronger citizen experience of participation, as citizens can see how inputs are handled and receive clearer responses—contributing over time to improved confidence in municipal processes.
- A scalable national model for local digital participation and feedback, aligned with OGP principles and capable of expansion to additional municipalities and governance processes based on evidence from implementation.

Commitment Analysis	
Questions	Answer (if not applicable, just answer with N/A)
1. How will the commitment promote transparency?	<p>The commitment promotes transparency by ensuring that citizen requests, participation processes, and municipal responses are systematically documented and made visible through the E-Komuna platform in a structured and accessible manner. Citizens will be able to track how their inputs are registered, processed, and addressed by municipal authorities.</p> <p>Aggregated and anonymised participation data will be publicly available, including information on the number and types of submissions, response timelines, and follow-up actions, in line with applicable data protection requirements. This structured publication of participation information will enable citizens, civil society organisations, and the media to monitor municipal responsiveness and better understand how local institutions manage and respond to citizen input.</p>
2. How will the commitment help foster accountability?	<p>The commitment strengthens accountability by establishing clear obligations for municipalities to acknowledge, process, and respond to citizen inputs through structured and publicly trackable workflows on the E-Komuna platform. Defined procedures and response timelines make municipal responsibilities explicit and measurable.</p> <p>Aggregated and anonymised information on citizen submissions, municipal responses, and follow-up actions will enable citizens, civil society organisations, and the media to monitor institutional performance, identify delays or gaps, and assess the consistency of responses. This transparency reinforces both vertical accountability between citizens and local authorities and internal accountability within municipal administrations.</p> <p>By embedding response tracking and reporting into routine municipal workflows, the commitment integrates accountability into everyday governance practices rather than relying on ad hoc reporting. Over time, this</p>

	supports systematic monitoring, continuous improvement, and institutional learning at the local level.
3.How will the commitment improve citizen participation in defining, implementing, and monitoring solutions?	<p>The commitment improves citizen participation by embedding structured and continuous engagement mechanisms into municipal governance processes through the E-Komuna platform. Citizens will be able to contribute not only during formal consultations, but at multiple stages of the policy and service cycle — from identifying issues and submitting proposals to providing feedback during implementation and monitoring outcomes.</p> <p>By enabling earlier and more accessible engagement, the platform allows citizens to raise concerns, propose ideas, and share feedback before and during key municipal decisions. Citizens can track the status of their submissions, provide follow-up input, and report implementation challenges, supporting ongoing interaction rather than one-time consultation. Publicly available information on municipal responses enables citizens and civil society organisations to monitor how inputs are considered and acted upon.</p> <p>Targeted outreach and user guidance measures will support inclusive participation and encourage adoption among diverse groups, including those less familiar with digital tools. The structured design of the participation modules, combined with clear procedures and response standards, transforms participation from an ad hoc activity into a predictable and accessible governance practice. Over time, this contributes to stronger citizen engagement and more responsive local decision-making.</p>

Commitment Planning					
Milestones	Expected Outputs	Expected Completion Date	Stakeholders		
<b>Design and development of E-Komuna participation modules</b> Conceptualization, technical design, and development of standardized participation modules within the E-Komuna platform, including functional specifications, usability and accessibility standards, and data protection safeguards.	<b>Expected outputs</b>  Participation modules developed and integrated into the E-Komuna platform, enabling structured submission and tracking of citizen proposals, feedback, and requests.  Approved functional and technical specifications, including user flows, categorization of inputs, and response workflows.  Interfaces designed in line with usability and accessibility standards  Data protection and privacy safeguards embedded in the system.  Internal tracking features enabling municipalities to monitor case status and response timelines.	Q 1 - 2027	Lead:		
			<u>Supporting Stakeholders</u>		
			Government	CSOs	Others (e.g., Parliament, Private Sector etc)
			MLGA Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations		
			Association of Kosovo Municipalities ; Donors and development partners		

<p><b>Institutional integration and rollout support</b> Integration of participation modules into municipal workflows through operational guidelines, staff training, and targeted outreach to support citizen adoption.</p>	<p><b>Expected outputs</b></p> <p>Standard operating procedures (SOPs) defining roles, responsibilities, and response timelines.</p> <p>Municipal staff trained in managing participation workflows.</p> <p>Outreach materials and user guidance supporting citizen awareness and inclusive adoption.</p> <p>Initial implementation in pilot municipalities with documented lessons learned.</p>	Q	MLGA	Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations	Association of Kosovo Municipalities ; Donors and development partners
<p><b>Development and rollout of issue-reporting and feedback modules</b></p> <p>Development and deployment of standardized issue-reporting and feedback modules within the E-Komuna platform, enabling citizens to report local issues, track case progress, and receive structured responses. The modules will be integrated into municipal workflows and linked to defined response standards and accountability mechanisms.</p>	<p><b>Expected outputs</b></p> <p>Issue-reporting modules integrated into E-Komuna with standardized categories and structured submission formats.</p> <p>Case tracking functionality allowing citizens to monitor progress from submission to resolution.</p> <p>Defined response timelines and service standards embedded in the system.</p> <p>Automated notifications informing citizens of status updates and outcomes.</p> <p>Internal municipal workflows enabling assignment, management, and closure of cases.</p> <p>Aggregated analytics dashboards for municipalities and MLGA to monitor trends and performance.</p>	By the end of 2027	Lead:		
			<u>Supporting Stakeholders</u>		
			Government	CSOs	Others (e.g., Parliament, Private Sector etc)
			MLGA	Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations	Association of Kosovo Municipalities ; Donors and development partners
<p><b>Pilot implementation and operational testing in selected municipalities</b></p> <p>Pilot implementation of the participation and feedback modules in a selected group of municipalities</p>	<p><b>Expected outputs</b></p> <p>Participation and feedback modules operational in selected pilot municipalities.</p> <p>Municipal staff trained</p>	Q2 – 2028	Lead:		
			<u>Supporting Stakeholders</u>		
			Government	CSOs	Others (e.g., Parliament, Private Sector etc)
			MLGA	Civil society co-	Association of Kosovo

<p>representing diverse administrative and geographic contexts. The pilot phase will test technical functionality, institutional workflows, and citizen adoption, generating evidence to refine procedures before wider rollout.</p>	<p>and supported in using the platform, with documented training materials.</p> <p>Outreach activities conducted in pilot municipalities to support citizen awareness and adoption.</p> <p>Tested operational workflows for handling citizen inputs across municipal departments.</p> <p>Systematic collection of user feedback from citizens and municipal staff.</p> <p>Pilot implementation report summarizing performance data, challenges, and recommended improvements.</p>			<p>implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations</p>	<p>Municipalities ; Donors and development partners</p>
<p><b>Evaluation and scaling roadmap</b> Conduct an evidence-based evaluation of the pilot implementation to assess usability, institutional performance, and citizen adoption. Based on the findings, develop a practical roadmap for improving the platform and scaling implementation to additional municipalities.</p>	<p><b>Expected outputs</b> Public evaluation report assessing system usability, participation levels, and municipal responsiveness.</p> <p>Set of performance indicators derived from pilot data (e.g., response times, case resolution rates, usage trends).</p> <p>Documented lessons learned and identified good practices.</p> <p>Scaling roadmap with recommendations for expanding implementation and addressing capacity gaps.</p> <p>Public dissemination of evaluation findings and recommendations.</p>	<p>Q4 2028</p>	<p>Lead:</p>		
			<p><u>Supporting Stakeholders</u></p>		
		<p>Government</p>	<p>CSOs</p>	<p>Others (e.g., Parliament, Private Sector etc)</p>	
		<p>MLGA</p>	<p>Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations</p>	<p>Association of Kosovo Municipalities ; Donors and development partners</p>	

## Commitment 2: Strengthening proactive publication and transparency at the Ministry of Finance

<b>Number and Name of the Commitment</b>	<b>Nr.2 Strengthening proactive publication and transparency at the Ministry of Finance</b>		
<b>Brief Description of the Commitment</b>	This commitment establishes a structured quarterly monitoring and improvement mechanism to ensure the consistent proactive publication of key public documents by the Ministry of Finance. It aims to strengthen institutional transparency, public access to information, and accountability by standardizing publication practices, improving the accessibility and timeliness of disclosed information, and reinforcing compliance with legal obligations on proactive disclosure.		
<b>Commitment Lead</b>	<b>Ministry of Finance</b>		
<b>Supporting Stakeholders</b>	<b>Government</b>	<b>Civil Society</b>	<b>Other Actors (Parliament, Private Sector, etc)</b>
	Ministry of Finance (MF)	Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations	Association of Kosovo Municipalities ; Donors and development partners
<b>Period Covered</b>	2026 – 2028		

### Problem Definition

#### 1. What problem does the commitment aim to address?

The commitment addresses the absence of a regular and structured internal mechanism for monitoring the proactive publication of public documents by the Ministry of Finance (MF). Although legal obligations for proactive disclosure are in force, the lack of systematic monitoring has led to gaps in the completeness, timeliness, and accessibility of information published on the Ministry's website.

This problem affects citizens, civil society organisations, journalists, researchers, and other stakeholders who rely on accurate and timely public information to understand policies, monitor public spending, exercise their rights, and hold institutions accountable. Its impact is particularly visible in areas such as budget execution, public financial management, fiscal reporting, and other areas under the competence of the Ministry of Finance, especially during budget cycles and policy adjustments..

In practice, the problem manifests through inconsistently published documents, outdated information, and limited visibility of key materials. These gaps undermine transparency, weaken accountability, and reduce public confidence in institutional processes. Their persistence over time reflects a systemic issue rather than isolated lapses, rooted in the absence of formal monitoring processes to assess compliance and trigger corrective action.

By addressing this challenge, the commitment seeks to replace ad hoc publication practices with a predictable, accountable, and legally compliant system of proactive disclosure.

#### 2. What are the causes of the problem?

The main cause of the problem is the absence of a formal and continuous internal mechanism within the Ministry of Finance(MF) for monitoring the proactive publication of public documents. In practice, publication has largely depended on the individual practices of organisational units, without a structured process to systematically assess compliance, timeliness, accessibility, and quality of information published on the Ministry's website. As a result, gaps in publication are not consistently identified or addressed in a coordinated manner.

A related cause is the lack of a regular institutional cycle for reporting and reviewing proactive publication practices. Without periodic monitoring, shared benchmarks, and structured feedback, organisational units lack a clear basis for prioritising corrective actions and sustaining improvements over time. This leads to partial and inconsistent progress rather than a stable system of continuous improvement.

These factors indicate structural and procedural weaknesses rather than isolated technical issues. The commitment

addresses these root causes by establishing a regular quarterly monitoring framework that creates a systematic feedback loop and strengthens institutional accountability for proactive publication obligations.

### Commitment Description

#### 1. What has been done so far to solve the problem?

To date, efforts to address this issue have primarily focused on implementing existing legal obligations on the proactive publication of public documents and financial information by organisational units within the Ministry of Finance (MF). Publication practices have largely been managed individually by responsible units, without a structured internal mechanism to regularly assess compliance, consistency, timeliness, or quality. Consequently, gaps in publication have not been systematically identified or addressed through a coordinated institutional process, and corrective actions have relied mainly on ad hoc initiatives.

Monitoring of proactive publication has instead been carried out by external oversight bodies. The Agency for Information and Privacy has assessed compliance with the Law on Access to Public Documents, while the Office of the Language Commissioner has monitored publication in the official languages in accordance with the Law on the Use of Official Languages. These external reviews have increased awareness of legal obligations and contributed to incremental improvements. However, they have not established a sustainable internal mechanism within the Ministry for the continuous identification of gaps and the systematic improvement of proactive publication practices.

This commitment addresses that gap by introducing, for the first time, a regular quarterly internal monitoring process that embeds proactive publication into the Ministry's routine governance practices.

#### 2. What solution are you proposing?

The proposed solution establishes, for the first time, a formal internal mechanism for the regular quarterly monitoring of the proactive publication of public documents by the Ministry of Finance (MF). Monitoring will be conducted using standardized templates to assess the completeness, accessibility, and multilingual availability of published documents on the Ministry's website, including publication in Albanian, Serbian, and English.

The results of each monitoring cycle will be consolidated in quarterly internal reports shared with the Office of the Secretary General and relevant organisational units. These reports will identify gaps, define corrective actions, and support coordinated follow-up to improve publication practices. By creating a predictable monitoring and feedback loop, the mechanism embeds proactive transparency into routine institutional workflows.

Through this structured approach, the commitment strengthens institutional transparency, increases accountability of organisational units for proactive disclosure, and establishes a sustainable framework for the continuous improvement of the publication, accessibility, and updating of public documents. The mechanism supports the effective implementation of existing legal obligations on proactive disclosure under the Law on Access to Public Documents.

#### 3. What results do we want to achieve by implementing this commitment?

The implementation of this commitment will deliver concrete results through the development and systematic use of standardized tools for monitoring the proactive publication of public documents. Key outputs include the design and application of monitoring templates, the preparation of quarterly monitoring reports, and the organization of internal support activities within the Ministry of Finance (MF). Each quarterly report will assess the completeness, accessibility, and multilingual availability of published documents in line with applicable legislation.

In terms of institutional capacity, the commitment aims to strengthen the knowledge and awareness of heads of organisational units regarding proactive publication obligations and the identification of documents that should be disclosed on the institution's own initiative. To support this objective, two internal workshops will be organised during the 2026–2028 period to guide organisational units in using monitoring findings and improving publication practices.

At the institutional level, the commitment establishes a structured framework for regular reflection and improvement of proactive publication practices. Quarterly monitoring and reporting will create a documented basis for informed decision-making, institutional self-assessment, and coordinated corrective action. This process contributes to strengthening institutional transparency and accountability by promoting consistent compliance with legal obligations on access to public documents.

The implementation of this commitment will rely on the existing human and institutional capacities of the Transparency Division. For the 2026–2028 period, the total planned budget for this commitment amounts to EUR 96,744.28, which covers the internal implementation of the monitoring mechanism and for two internal workshops conducted for the organizational units within the Ministry of Finance.

### Commitment Analysis

#### 1. How will the

This commitment promotes institutional transparency by establishing a

<p><b>commitment promote transparency?</b></p>	<p>regular quarterly mechanism to monitor the proactive publication of public documents on the website of the Ministry of Finance (MF). Using standardized monitoring templates and quarterly reports, the mechanism provides a structured and documented overview of the completeness, accessibility, and multilingual availability of published information in Albanian, Serbian, and English.</p> <p>By systematically assessing publication practices, the monitoring process increases consistency, predictability, and compliance in proactive disclosure. It makes information gaps visible, supports timely corrective action, and helps ensure that the public has reliable and equitable access to public documents in line with the applicable legal framework.</p>
<p><b>2. How will the commitment help foster accountability?</b></p>	<p>This commitment fosters institutional accountability by establishing a regular internal cycle of monitoring, reporting, and follow-up on the proactive publication of public documents. Quarterly monitoring reports will be shared with the Office of the Secretary General and relevant organisational units, creating an evidence-based basis for oversight and coordinated corrective action.</p> <p>By clarifying responsibilities and documenting performance, the mechanism makes gaps visible within the institution and supports timely responses where shortcomings are identified. The systematic use of monitoring findings to guide improvements reinforces accountability across organisational units and promotes sustained compliance with proactive publication obligations.</p>
<p><b>3. How will the commitment improve citizen participation in defining, implementing, and monitoring solutions?</b></p>	<p>Although this commitment does not introduce new direct participation mechanisms, it strengthens the foundations for citizen participation by improving public access to information. By enhancing the identification, structuring, and regular publication of key documents on the Ministry of Finance' website, the commitment creates better conditions for informed civic engagement.</p> <p>Systematic monitoring ensures that public documents are more complete, up to date, and accessible in Albanian, Serbian, and English, in line with the applicable legal framework. Improved access to reliable information enables citizens, civil society organisations, and the media to engage more effectively in public debate, monitor institutional actions, and contribute in an informed way to the discussion, implementation, and oversight of public policies.</p>

Commitment Planning									
Milestones	Expected Outputs	Expected Completion Date	Stakeholders						
<p><b>Development of standardized monitoring templates</b></p> <p>Design and adoption of standardized templates for quarterly monitoring of the proactive publication of public documents by the Ministry of Finance, (MF), aligned with applicable legal obligations.</p>	<p><b>Expected outputs</b></p> <p>Officially approved standardized monitoring templates covering all categories of documents subject to proactive publication.</p> <p>Monitoring templates aligned with the Law on Access to Public Documents, relevant administrative instructions on</p>	<p>Q 1 2026</p>	<p>Lead: <b>Ministry of Finance</b> Transparency division</p> <p><u>Supporting Stakeholders</u></p> <table border="1" data-bbox="951 1671 1428 2038"> <tr> <td data-bbox="951 1671 1126 1827">Government</td> <td data-bbox="1126 1671 1286 1827">CSOs</td> <td data-bbox="1286 1671 1428 1827">Others (e.g., Parliament, Private Sector etc)</td> </tr> <tr> <td data-bbox="951 1827 1126 2038"><b>Ministry of Finance</b></td> <td data-bbox="1126 1827 1286 2038">Civil society co-implementers and other organizations ensuring inclusive</td> <td data-bbox="1286 1827 1428 2038">Association of Kosovo Municipalities ; Donors and development partners</td> </tr> </table>	Government	CSOs	Others (e.g., Parliament, Private Sector etc)	<b>Ministry of Finance</b>	Civil society co-implementers and other organizations ensuring inclusive	Association of Kosovo Municipalities ; Donors and development partners
Government	CSOs	Others (e.g., Parliament, Private Sector etc)							
<b>Ministry of Finance</b>	Civil society co-implementers and other organizations ensuring inclusive	Association of Kosovo Municipalities ; Donors and development partners							

	<p>institutional websites, and sector-specific financial legislation.</p> <p>Clear categorization of document types, publication requirements, accessibility criteria, and language compliance indicators.</p> <p>Practical guidance for organisational units on how to apply the templates during quarterly monitoring.</p>			<p>representation of CSOs, including community-based organizations</p>	
<p><b>Implementation of quarterly monitoring</b> Implementation of a regular quarterly monitoring cycle using standardized templates to assess compliance with proactive publication obligations at the Ministry of Finance (MF).</p>	<p><b>Expected outputs</b> Quarterly monitoring exercises conducted consistently throughout 2026–2028.</p> <p>Completed monitoring templates documenting publication status of required documents.</p> <p>Monitoring records specifying legal publication obligations, document availability, and language compliance (Albanian, Serbian, English).</p> <p>Periodic updates of monitoring templates to reflect legislative or institutional changes.</p> <p>Documented remarks and corrective recommendations recorded for each monitoring cycle.</p>	<p>Quarterly, throughout <b>2026–2028</b></p>	<p>Lead: <b>Ministry of Finance</b></p>		
			<p><u>Supporting Stakeholders</u></p>		
			<p>Government</p>	<p>CSOs</p>	<p>Others (e.g., Parliament, Private Sector etc)</p>
			<p><b>Ministry of Finance</b></p>	<p>Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations</p>	<p>Association of Kosovo Municipalities ; Donors and development partners</p>
<p><b>Preparation and use of quarterly monitoring reports</b> Preparation of structured quarterly monitoring reports assessing compliance with proactive</p>	<p><b>Expected outputs</b> Quarterly monitoring reports prepared and finalized within two months after each reporting quarter (2026–2028).</p>	<p>Quarterly reporting cycle throughout <b>2026–2028</b></p>	<p>Lead: <b>Ministry of Finance</b> Transparency division</p>		
			<p><u>Supporting Stakeholders</u></p>		
			<p>Government</p>	<p>CSOs</p>	<p>Others (e.g., Parliament, Private</p>

<p>publication and financial transparency obligations on the Ministry of Finance, (MF) website.</p>	<p>Reports assessing compliance with legal publication requirements, including document availability, timeliness, accessibility, structure, format, and language coverage.</p> <p>Identification of publication gaps, partial disclosures, and technical or linguistic inconsistencies.</p> <p>Documented recommendations and corrective actions for responsible organizational units.</p> <p>Internal dissemination of reports to support coordinated follow-up and improvement.</p>		<p><b>Ministry of Finance, Transparency division</b></p>	<p>Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations</p>	<p>Sector etc) Association of Kosovo Municipalities ; Donors and development partners</p>
<p><b>Dissemination and institutional use of quarterly monitoring reports</b> Systematic dissemination of quarterly monitoring reports to senior management and organizational units to support institutional follow-up and corrective action.</p>	<p><b>Expected outputs</b> Quarterly monitoring reports formally submitted to the Office of the Secretary General and heads of organizational units.</p> <p>Internal circulation of reports to relevant departments and divisions.</p> <p>Reports used as a basis for institutional reflection and coordinated improvement measures.</p> <p>Documented follow-up actions initiated by responsible organisational units.</p>	<p>Quarterly cycle throughout <b>2026–2028</b></p>	<p>Lead: <b>Ministry of Finance</b> Transparency division</p>		
			<p><u>Supporting Stakeholders</u></p>		
		<p>Government</p>	<p>CSOs</p>	<p>Others (e.g., Parliament, Private Sector etc)</p>	
		<p><b>Ministry of Finance</b> Transparency division</p>	<p>Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations</p>	<p>Association of Kosovo Municipalities ; Donors and development partners</p>	
<p><b>Organisation of capacity-building workshops on monitoring and</b></p>	<p><b>Expected outputs</b> Two internal workshops conducted for organisational</p>	<p>Two workshops conducted during <b>2026–</b></p>	<p>Lead: <b>Ministry of Finance</b> Transparency division</p>		
			<p><u>Supporting Stakeholders</u></p>		

<b>proactive publication</b>  Organisation of internal workshops to strengthen institutional capacity for implementing the monitoring mechanism and improving proactive publication practices	units within the MF.	<b>2028</b> <i>(e.g., initial workshop in early 2026 and follow-up workshop during implementation)</i>	Government	CSOs	Others (e.g., Parliament, Private Sector etc)
	Workshop materials explaining monitoring procedures and legal obligations on proactive publication.  Increased awareness of responsibilities related to document publication and corrective action.  Collection of feedback from organisational units to inform future improvements.		<b>Ministry of Finance</b> Transparency division	Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations ;	<b>Agency for Information and Privacy (AIP)</b>

### Commitment 3: Standardizing and improving the proactive publication of public documents and monitoring the open data platform

<b>Number and Name of the Commitment</b>	<b>Nr. 3 Standardizing and improving the proactive publication of public documents and monitoring the open data platform</b>		
<b>Brief Description of the Commitment</b>	This commitment establishes standardized requirements for the proactive publication of clear, complete, and user-friendly information on public services. Piloted in selected public institutions, it aims to improve transparency, public access to service information, and consistency in how institutions communicate available services and document publication. The initiative will develop common templates and guidance for publishing service descriptions, eligibility criteria, procedures, timelines, and contact information, creating a more accessible and citizen-oriented service environment. Standardizing and improving the proactive publication of public documents ensures that citizens have easy and direct access to information about the activities of public institutions. This enhances <b>transparency</b> and allows citizens to monitor the use of public funds, government decisions, and the implementation of public policies. Clear and harmonized publication of documents also strengthens <b>institutional accountability</b> to the public. Monitoring the open data platform ensures that published information is up-to-date, accurate, and accessible to everyone. This promotes <b>open access to information</b> , encourages <b>citizen participation</b> , and creates opportunities for innovation in the use of data, supporting the development of applications, analyses, and projects based on public information. Ultimately, this process builds citizen trust in institutions and fosters more transparent and effective governance.		
<b>Commitment Lead</b>	<b>Agency for Information and Privacy (AIP)</b>		
<b>Supporting Stakeholders</b>	<b>Government</b>	<b>Civil Society</b>	<b>Other Actors (Parliament, Private Sector, etc)</b>
	Municipalities, AIP, line ministries	Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based	Association of Kosovo Municipalities

		organizations	
<b>Period Covered</b>	<b>2026 - 2028</b>		

**Problem Definition**

**1. What problem does the commitment aim to address?**

The commitment aims to address the lack of proactive, clear, and standardized publication of information by public institutions in Kosovo, particularly information related to public services. This gap directly affects citizens and at the same time undermines institutional transparency and the effective delivery of public services. Citizens across Kosovo, at both central and local levels, are affected by this problem, especially when they need to access administrative services or exercise their legal rights. In many cases, citizens do not have access to essential information on how to obtain a service, including eligibility criteria, required documentation, costs, deadlines, and appeal mechanisms. Even where information is available, it is often fragmented, outdated, or presented in a way that is not user-friendly, making it difficult for citizens to understand and use.

**2. What are the causes of the problem?**

The lack of proactive, accurate, and standardized publication of information by public institutions in Kosovo—particularly regarding public services for citizens—remains a persistent challenge with a direct impact on institutional transparency and the effective exercise of citizens’ rights. In many cases, public institutions fail to publish complete and clear information on administrative procedures, eligibility criteria, required documentation, costs, legal deadlines, and appeal mechanisms related to public services. This problem affects citizens across Kosovo, at both central and local levels, especially during their day-to-day interactions with public administration when applying for administrative services or exercising their legal rights. Citizens are most affected at the stage of service application, where the absence of clear, structured, and accessible information creates uncertainty, confusion, and procedural delays. Even when information on public services is published, it is often fragmented, outdated, or presented in a manner that is not clear or user-friendly. For example, on institutional websites or on the e-Kosova platform, certain services offer only application forms or online submission options, while essential accompanying information, such as step-by-step procedures, mandatory legal deadlines for responses, service costs, or appeal procedures in cases of refusal or failure to deliver the service within the legal timeframe is missing. This significantly limits citizens’ ability to understand and effectively use available services and undermines the intended benefits of digitalization.

**Commitment Description**

**1. What has been done so far to solve the problem?**

In recent years, public institutions in Kosovo have undertaken various initiatives to improve transparency and access to public information, primarily through proactive publication of documents in line with legal obligations under the Law on Access to Public Documents. The Agency for Information and Privacy (AIP) has played a key role in monitoring compliance and promoting proactive disclosure practices across institutions. In parallel, the digitalization of public services particularly through institutional websites and the e-Kosova platform has contributed to increased availability of online services and application mechanisms. Individual ministries and municipalities have also implemented ad hoc initiatives to publish information related to services within their respective mandates. However, these efforts have been largely fragmented and uneven across institutions. While technical access to services has improved, the publication of comprehensive, standardized, and user-friendly information on service procedures, requirements, costs, deadlines, and appeal mechanisms has remained inconsistent. As a result, previous solutions have only partially addressed the problem and have not resulted in a unified, citizen-centered approach to proactive publication of service-related information.

## 2. What solution are you proposing?

This commitment proposes a structured and standardized approach to the proactive publication of complete and user-friendly information on public services, with a specific focus on citizens' needs. The commitment will pilot this approach in five public institutions—three municipalities and two ministries serving as a testing ground for a unified model that can be replicated across the public sector. The pilot will focus on ensuring that, for each selected public service, institutions proactively publish essential information in line with the Law on Access to Public Documents. This includes service procedures and eligibility criteria; required documentation and costs; application forms and user guidance; mandatory legal deadlines for service delivery; and appeal procedures and responsible authorities. This approach differs from previous efforts by shifting from isolated, institution-specific initiatives to a standardized, service-focused model that prioritizes clarity, usability, and legal completeness of information. While the commitment will not fully resolve all transparency challenges related to public services, it will address a significant portion of the problem by improving the quality, consistency, and accessibility of information for selected services. The pilot will provide evidence and practical experience to support gradual scaling of the model to additional institutions and services.

## 3. What results do we want to achieve by implementing this commitment?

This commitment will increase transparency by ensuring that public institutions in Kosovo regularly, clearly, and timely publish key information and data, without requiring citizens to submit formal information requests. The published information may include decisions, reports, budgets, contracts, policy implementation updates, and other relevant documents. This will improve citizens' access to information by making data available online in open and easy-to-understand formats. As a result, citizens will gain a better understanding of how public institutions operate, how decisions are made, and how public resources are used, thereby strengthening transparency in governance.

### Commitment Analysis

Questions	Answer (if not applicable, just answer with N/A)
<b>1.How will the commitment promote transparency?</b>	Increasing institutional transparency through proactive, correct and standardized publication of information on services to citizens, in accordance with the Law on Access to Public Documents. Improving citizens' access to clear and understandable information on procedures, conditions, documentation, costs, legal deadlines and complaint mechanisms for public services, reducing uncertainty and confusion when receiving services.
<b>2.How will the commitment help foster accountability?</b>	This commitment will increase accountability by requiring public institutions to publish information on their activities, responsibilities, and progress in implementing policies and commitments. When information is open to the public, institutions become more accountable for their actions and decisions. Proactive publication will allow citizens, civil society organizations and the media to track progress and identify delays or shortcomings.
<b>3.How will the commitment improve citizen participation in defining, implementing, and monitoring solutions?</b>	When information and documents are published proactively, citizens are better able to understand public issues, propose solutions, and participate meaningfully in public consultations. This commitment will engage citizens and their groups by establishing mechanisms for feedback, public consultations, and collaboration with civil society on the published information. It will also support citizen monitoring by enabling individuals and groups to track progress, assess results, and contribute to oversight. This strengthens public trust and encourages more active participation in the design, implementation, and monitoring of public policies in Kosovo.

### Commitment Planning

*(This is an initial planning process largely looking at milestones and expected outputs, as well as key stakeholders involved.)*

Milestones	Expected Outputs	Expected	Stakeholders
------------	------------------	----------	--------------

		<b>Completion Date</b>			
<p><b>Selection of pilot institutions and baseline assessment</b></p> <p>Selection of pilot institutions and assessment of existing practices for publishing public documents and information.</p>	<p><b>Expected outputs</b></p> <p>Monitoring of the proactive publication of documents and information.</p> <p>Official confirmation of five pilot institutions (three municipalities and two ministries).</p> <p>Inventory of public documents provided by each pilot institution.</p> <p>Baseline assessment report evaluating the availability, clarity, and accessibility of public documents and information.</p> <p>Cooperation agreements or memorandum signed with each pilot institution.</p>	Q2 2026	<b>Lead: Agency for Information and Privacy (AIP)</b>		
			Supporting Stakeholders		
			Government	CSOs	Others (e.g., Parliament, Private Sector etc)
			<b>Agency for Information and Privacy (AIP), selected ministries and municipalities</b>	<b>Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations</b>	<b>Association of Kosovo Municipalities</b>
<p><b>Development of standardized template and guidance for publishing public service information</b></p> <p>Design and adoption of a standardized template and practical guidance for the proactive publication of public documents information, aligned with legal obligations on access to public documents.</p>	<p><b>Expected outputs</b></p> <p>Officially approved standardized template for publishing public service information.</p> <p>Template covering key elements such as description, eligibility criteria, procedures, required documents, timelines, fees, and contact information., depending by the mandate of institutions.</p> <p>Practical guidance document explaining how institutions should apply the template.</p> <p>Validation of the template through consultation with pilot institutions.</p> <p>Final version of</p>	2027	<b>Lead: Agency for Information and Privacy (AIP)</b>		
			Supporting Stakeholders		
			Government	CSOs	Others (e.g., Parliament, Private Sector etc)
			<b>Agency for Information and Privacy (AIP)</b>	<b>Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations</b>	<b>Association of Kosovo Municipalities</b>

	template and guidance ready for pilot implementation.				
<b>Capacity building and institutional preparation for implementation</b> Strengthening institutional capacity in pilot institutions to implement standardized publication of public service information.	<b>Expected outputs</b>  At least five training workshops conducted for officials responsible for public information and communication.  Approximately 100 public officials trained in applying the standardized publication template.  Designation of focal points for service information publication in each pilot institution.  Institutional action plans developed to guide implementation and updating of public document and information.  Internal workflows established to support regular review and updating of published documents and information.	2027	<b>Lead: Agency for Information and Privacy (AIP)</b>		
			Supporting Stakeholders		
			Government	CSOs	Others (e.g., Parliament, Private Sector etc)
			<b>Agency for Information and Privacy (AIP)</b>	<b>Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations</b>	<b>Association of Kosovo Municipalities</b>

#### Commitment 4: Enhancing transparency and public oversight of anti-corruption data

<b>Number and Name of the Commitment</b>	<b>Nr. 4 Enhancing transparency and public oversight of anti-corruption data</b>		
<b>Brief Description of the Commitment</b>	Strengthen public integrity by improving the digital management and proactive publication of integrity-related data, including asset declarations, conflicts of interest, and integrity plan monitoring. The commitment enhances structured access to this information to support greater transparency, accountability, and public oversight.		
<b>Commitment Lead</b>	Agency for Prevention of Corruption		
<b>Supporting Stakeholders</b>	<b>Government</b>	<b>Civil Society</b>	<b>Other Actors (Parliament, Private Sector, etc)</b>
	Agency for Prevention of Corruption	Civil society co-implementers and other organizations ensuring inclusive representation of CSOs, including community-based organizations	Donators etj.

<b>Period Covered</b>	2026-2028
-----------------------	-----------

## Problem Definition

### 1. What problem does the commitment aim to address?

This commitment addresses the absence of a standardized and easily monitorable system for publishing and managing integrity-related data in Kosovo. In three key areas of public integrity, asset and gift declarations, conflicts of interest, and institutional integrity plans, information is currently fragmented, inconsistently structured, and often not published in accessible or reusable formats. As a result, it is difficult to compare data over time, conduct systematic analysis, or monitor institutional performance.

This limits meaningful transparency and weakens public oversight. Citizens and taxpayers are affected because reduced visibility into integrity mechanisms increases the risk of misuse of public resources and undue influence over decision-making. Civil society organizations, investigative journalists, and researchers face additional barriers due to dispersed and non-standardized data, which constrains evidence-based monitoring and early detection of integrity risks. Public institutions themselves are also affected: without integrated digital systems and clear performance indicators, integrity plans often remain formal documents rather than effective management tools, and conflict-of-interest processes lack public traceability.

The problem occurs at the national level and affects both central and local institutions. It is most visible during periods of heightened integrity risk, such as elections, large public investments, procurement processes, and senior appointments. These challenges have persisted for years due to non-systematic data publication practices, the absence of open and reusable formats, and limited digital mechanisms for continuous monitoring. Over time, this has weakened public trust in integrity systems and led to uneven implementation of anti-corruption safeguards across institutions.

### 2. What are the causes of the problem?

The problem arises from a combination of regulatory, institutional, technical, and organizational factors that limit the usability of integrity-related data for effective oversight. The central issue is not the absence of data, but the fact that existing information on asset declarations, conflicts of interest, and integrity plans is not structured in a way that supports meaningful transparency and accountability.

Several root causes contribute to this situation:

- **Insufficient regulatory standards** – Existing rules do not consistently require open, standardized, and machine-readable publication of integrity data, nor do they define unified metadata standards or regular update requirements.
- **Limited institutional capacity** – Public institutions often lack specialized expertise in data management, quality control, and integrity risk analysis, which affects the accuracy, consistency, and usefulness of published information.
- **Non-standardized workflows** – Reporting, verification, publication, and follow-up processes are not integrated into a unified operational framework, resulting in fragmented and inconsistent practices.
- **Fragmented digital systems** – Existing technological tools are not sufficiently interoperable, making monitoring processes largely manual, time-consuming, and difficult to scale.
- **A culture of formal compliance** – Data publication is frequently treated as a minimum legal obligation rather than as a functional tool for analysis, oversight, and decision-making.

Together, these factors result in integrity data that are difficult to search, compare, and analyze, limiting their usefulness for public oversight and institutional accountability.

## Commitment Description

### 1. What has been done so far to solve the problem?

In recent years, Kosovo has taken important initial steps to digitalize aspects of its anti-corruption framework. A digital asset declaration platform has been developed, including modules for submitting asset and gift declarations, reporting on the implementation of institutional integrity plans, and preparing annual integrity reports. These efforts established a basic digital infrastructure and improved internal administrative processes related to integrity management.

However, the public availability and usability of integrity-related data have remained limited. Data publication has

not been consistently proactive or standardized, and information is often released in formats that are difficult to search, compare, or reuse. In addition, the absence of integrated systems and measurable performance indicators has reduced the ability to monitor trends and assess the effectiveness of integrity mechanisms. As a result, previous efforts have strengthened administrative digitalization but have not yet created a comprehensive framework for structured public access, analysis, and oversight of integrity data. The proposed commitment builds on the existing platform by focusing on improving data transparency, usability, and interoperability.

**2. What solution are you proposing?**

This commitment proposes targeted improvements to the digital management and proactive publication of integrity-related data. It focuses on enhancing the Anti-Corruption Agency’s existing platform, developing structured public access to key datasets through a public API or downloadable formats, and standardizing the publication of information on asset declarations, conflicts of interest, and integrity plan monitoring. Unlike previous efforts, which primarily strengthened internal administrative digitalization, the proposed solution prioritizes structured, reusable, and comparable public data. It introduces common publication standards, measurable indicators, and routine monitoring practices that make integrity information easier to access, analyze, and track over time. By improving data usability and transparency, the commitment strengthens public oversight and institutional accountability. It addresses a critical part of the problem — the lack of accessible and monitorable integrity data — while recognizing that broader anti-corruption reforms extend beyond digital transparency. The commitment therefore focuses specifically on the digital governance and data publication dimensions of public integrity.

**3. What results do we want to achieve by implementing this commitment?**

The implementation of this commitment aims to produce concrete improvements in the accessibility, usability, and monitoring of integrity-related data, thereby strengthening transparency and public accountability.

**Expected outputs**

- An enhanced Anti-Corruption Agency digital platform with improved functionality for managing and publishing integrity-related data
- Structured public access to key datasets on asset declarations, conflicts of interest, and integrity plan implementation, through a public API and/or standardized downloadable formats
- Regularly published reports and datasets using common standards and measurable indicators
- Clear guidelines and procedures for proactive publication and routine monitoring of integrity data

**Changes in knowledge, capacities, and practices**

- Strengthened institutional capacity for data management, quality control, and digital transparency within responsible public bodies
- Increased ability of civil society, media, and researchers to analyze integrity data and conduct evidence-based oversight
- Establishment of routine practices for proactive publication and systematic monitoring of integrity information
- Greater use of structured data to support transparency, risk analysis, and evidence-based decision-making

Together, these results will improve the practical functioning of integrity mechanisms by making information more accessible, comparable, and usable for both institutions and the public.

<b>Commitment Analysis</b>	
<b>Questions</b>	<b>Answer (if not applicable, just answer with N/A)</b>
1. How will the commitment promote transparency?	<p>This commitment promotes transparency by ensuring the proactive publication of structured, standardized, and reusable data on asset declarations, conflicts of interest, and the implementation of integrity plans. By improving how integrity-related information is organized and published through the Anti-Corruption Agency’s digital platform, the commitment makes key public data easier to access, search, and compare.</p> <p>The introduction of public access through an API and standardized open reports improves citizens’ ability to obtain timely and reliable information. Civil society organizations, the media, and researchers will be able to analyze integrity data more effectively, while the general public will benefit from clearer visibility into how integrity mechanisms function in practice.</p> <p>By shifting from fragmented and document-based disclosure to structured and routinely updated data publication, the commitment increases the</p>

	transparency of public institutions and strengthens public oversight of integrity-related processes.
2.How will the commitment help foster accountability?	<p>This commitment strengthens accountability by creating regular, standardized, and publicly accessible information on the implementation of key integrity mechanisms. Through structured publication of data and reports on asset declarations, conflicts of interest, and integrity plans, public institutions become more visible and monitorable to citizens.</p> <p>Public access to integrity data through digital platforms and open formats enables civil society, the media, and citizens to track trends, compare information over time, and assess whether institutions are fulfilling their integrity obligations. The use of measurable indicators and routine reporting establishes a transparent basis for monitoring performance and identifying gaps.</p> <p>By making integrity-related information consistently available and comparable, the commitment supports evidence-based oversight and reinforces institutional responsibility to respond to identified shortcomings, thereby strengthening public accountability.</p>
3.How will the commitment improve citizen participation in defining, implementing, and monitoring solutions?	<p>This commitment improves citizen participation by expanding open access to structured integrity data that citizens, civil society organizations, and the media can use to monitor institutional performance and contribute to public debate. By making integrity-related information easier to access and analyze, the commitment enables civic actors to engage more actively in oversight, advocacy, and evidence-based dialogue with public institutions.</p> <p>Digital access to comparable and regularly updated data supports informed public discussion on integrity risks and reform priorities. Civil society organizations and researchers can use the data to produce analyses and recommendations, while citizens gain clearer insight into how integrity mechanisms operate in practice.</p> <p>Although the commitment focuses primarily on transparency and data accessibility, it creates stronger foundations for meaningful civic engagement by equipping stakeholders with reliable information to participate in monitoring and improvement of integrity systems.</p>

Commitment Planning					
Milestones	Expected Outputs	Expected Completion Date	Stakeholders		
<b>Drafting and adoption of secondary legislation establishing standards for digital publication of integrity data</b>  Development, consultation, and adoption of secondary legislation that defines the legal and technical standards for the structured digital publication of integrity-related data. The	Draft secondary legislation defining standards for structured publication of integrity data  Conducted stakeholder consultation with relevant institutions and civil society  Final adopted secondary legislation	Q4 2026	Lead: Agency for Prevention of Corruption		
			<u>Supporting Stakeholders</u>		
			Government	CSOs	Others (e.g., Parliament, Private Sector etc)
			Agency for Prevention of Corruption	Civil society co-implementers and other organizations ensuring	Donators etj.

regulation will clarify institutional responsibilities, data publication formats, update frequency, and minimum transparency standards for asset declarations, conflicts of interest, and integrity plan reporting.	Published implementation guidance for responsible institutions			inclusive representation of CSOs, including community-based organizations	
<b>Development and operationalisation of public digital access to integrity data</b>  Enhancement of the Agency for Prevention of Corruption digital platform to enable structured public access to integrity-related data. This milestone includes the commissioning of a public API and the upgrade of selected platform modules to support standardized publication of key integrity information.	Functional public API providing structured access to selected datasets on asset declarations and integrity monitoring	Q3 2026 (July 2026)	Lead: Agency for Prevention of Corruption		
	Upgraded Agency for Prevention of Corruption digital platform with improved modules for publishing integrity-related information		<b>Supporting Stakeholders</b>		
	Public online register of declarable positions available in searchable and downloadable format		Government	CSOs	Others (e.g., Parliament, Private Sector etc)
Regularly published reports from the systematic monitoring of integrity plan implementation across public institutions	Technical documentation and user guidance for accessing and using published datasets		Agency for Prevention of Corruption	Civil society co-implementer and other ensuring inclusive CSOs	Donators etj.

### Commitment 5: Strengthening coordination and monitoring of Open Government Action Plan 2026 -2028 implementation

<b>Number and Name of the Commitment</b>	<b>Nr. 5 Strengthening coordination and monitoring of Open Government Action Plan 2026 -2028 implementation</b>
<b>Brief Description of the Commitment</b>	This commitment establishes a light but structured coordination and monitoring framework to support the effective implementation of the Open Government Action Plan 2026–2028. It introduces regular implementation tracking, inter-institutional learning exchanges, and shared reporting mechanisms to improve accountability, problem-solving, and scaling of successful practices. The framework strengthens cooperation between implementing institutions, civil

	society, and the national OG Forum, ensuring that commitments are implemented consistently and lessons learned are systematically captured.		
<b>Commitment Lead</b>	Ministry of Local Government Administration (MLGA)		
<b>Supporting Stakeholders</b>	<b>Government</b>	<b>Civil Society</b>	<b>Other Actors (Parliament, Private Sector, etc)</b>
	Ministry of Local Government Administration (MLGA)	Civil society co-implementer and other ensuring inclusive CSOs	Association of Kosovo Municipalities
<b>Period Covered</b>	2026-2028		

### Problem Definition

#### 1. What problem does the commitment aim to address?

Previous Open Government Action Plans have faced implementation gaps due to fragmented coordination, irregular monitoring, and limited institutional learning across commitments. Responsibilities for tracking progress have often been unclear, and implementation challenges have not been addressed in a timely or coordinated manner. As a result, promising initiatives have struggled to scale, and institutional knowledge has not been systematically captured or transferred. This affects implementing institutions, civil society partners, and citizens who rely on credible delivery of open government reforms.

#### 2. What are the causes of the problem?

The root causes include the absence of a structured cross-institutional coordination mechanism, limited routine monitoring of implementation progress, and weak platforms for sharing lessons learned between institutions. Monitoring has often focused on formal reporting rather than practical problem-solving, and opportunities for peer learning and adaptive improvement have been underused. These structural gaps reduce implementation effectiveness and increase the risk of delayed or incomplete delivery.

### Commitment Description

#### 4. What has been done so far to solve the problem?

In the 2023–2025 Open Government Action Plan, Kosovo introduced coordination and monitoring arrangements through the Open Government multi-stakeholder forum and periodic reporting by implementing institutions. The previous cycle supported dialogue between government and civil society on several initiatives related to transparency, digital governance, and citizen participation. However, monitoring and coordination were not supported by a fully structured and predictable framework for routine implementation tracking and institutional learning. Reporting practices varied across institutions, and implementation challenges were not always identified or addressed in a timely and coordinated manner. Opportunities for systematic peer learning and mid-term adjustment were limited, and lessons learned were not consistently documented or shared across commitments. While the previous Action Plan established important foundations for open government reforms, it did not institutionalize a cross-cutting coordination mechanism capable of ensuring consistent implementation oversight and adaptive management. The proposed commitment builds directly on this experience by introducing a structured coordination and monitoring framework designed to strengthen implementation discipline, shared learning, and collaborative problem-solving.

#### 5. What solution are you proposing?

This commitment establishes a light but structured coordination and monitoring framework to support the effective implementation of the Open Government Action Plan. The framework introduces regular implementation tracking, a mid-term review process, and structured opportunities for inter-institutional learning and problem-solving.

Unlike previous cycles, where coordination relied primarily on ad hoc reporting and periodic meetings, the proposed solution creates a predictable implementation routine or system. Lead institutions will participate in routine progress tracking, shared review meetings, and a mid-term assessment that enables timely identification of challenges and collaborative adjustments. A central coordination function will consolidate progress information, facilitate communication between institutions and civil society partners, and document lessons learned.

This approach strengthens implementation by creating clear feedback loops between monitoring, decision-making, and corrective action. It promotes early identification of risks, supports coordinated responses to implementation challenges, and encourages peer learning across commitments.

The commitment does not aim to solve all challenges related to open government reforms per se. Rather, it addresses a critical structural gap: the absence of a consistent cross-cutting framework for tracking progress and learning from implementation experience. By improving coordination discipline, transparency of implementation, and adaptive management, the framework increases the likelihood that individual commitments are delivered effectively and can be scaled in future action plans.

#### **6. What results do we want to achieve by implementing this commitment?**

The implementation of this commitment is expected to produce both concrete operational outputs and longer-term improvements in how open government reforms are coordinated and implemented.

##### **Outputs**

- A structured implementation tracking system covering all Action Plan commitments
- Regular consolidated progress reports documenting implementation status
- A mid-term review process, including institutional self-assessments and a national multi-stakeholder review workshop
- Periodic coordination and peer learning meetings among implementing institutions
- A shared implementation dashboard or tracking tool accessible to relevant stakeholders
- Documented lessons learned and practical recommendations for improving implementation and scaling successful practices

##### **Changes in knowledge, capacities, and practices**

- Improved institutional capacity to monitor and manage implementation of open government commitments
- More predictable and disciplined coordination between implementing institutions
- Faster identification and resolution of implementation challenges
- Stronger culture of institutional learning and evidence-based adjustment
- Increased transparency and accountability in tracking Action Plan progress
- Greater collaboration between government and civil society during implementation

The commitment aims to strengthen the implementation environment of the Action Plan rather than to replace sectoral reforms. By improving coordination discipline and adaptive management, it increases the likelihood that individual commitments are implemented effectively and sustainably.

<b>Commitment Analysis</b>	
<b>Questions</b>	<b>Answer (if not applicable, just answer with N/A)</b>
1. How will the commitment promote transparency?	This commitment promotes transparency by introducing systematic and publicly visible tracking of Action Plan implementation. Regular consolidated progress reports and mid-term review findings will document the status of commitments, implementation challenges, and agreed corrective actions. Making this information accessible to stakeholders improves visibility of how open government reforms are progressing. The shared implementation tracking system and periodic review processes create clearer and more consistent documentation of government actions. Citizens, civil society organisations, and other stakeholders will have better access to structured information about what has been implemented, what remains pending, and how institutions are addressing challenges. By strengthening routine documentation and communication of implementation progress, the commitment increases transparency of government performance and supports more informed public oversight of open government reforms
2. How will the commitment help foster accountability?	The commitment strengthens accountability by establishing regular and structured monitoring of Action Plan implementation. Consolidated

	progress reports and mid-term review findings make institutional performance visible and create clear expectations for follow-up actions. By providing accessible and consistent information on implementation progress, the framework enables citizens and civil society to track how commitments are being delivered and to hold institutions accountable for results.
3. How will the commitment improve citizen participation in defining, implementing, and monitoring solutions?	The commitment improves citizen participation by creating structured opportunities for civil society and other stakeholders to engage in monitoring and reviewing Action Plan implementation. Through the mid-term multi-stakeholder review workshop and regular coordination processes, citizens and civil society organisations can provide feedback, raise implementation concerns, and contribute to agreed adjustments. By making implementation progress more visible and opening formal channels for dialogue during the review cycle, the commitment supports more informed and meaningful stakeholder participation in shaping how open government reforms are delivered

Commitment Planning					
Milestones	Expected Outputs	Expected Completion Date	Stakeholders		
Establish coordination and implementation tracking framework	Designation of a central coordination focal point and institutional contact persons.  Agreed implementation tracking methodology and reporting format.  Shared implementation dashboard or tracking tool established.  Annual coordination calendar adopted	Q2 2026	Lead: MLGA		
			Supporting Stakeholders		
			Government	CSOs	Others (e.g., Parliament, Private Sector etc)
Regular implementation tracking and reporting	Biannual consolidated progress reports on Action Plan implementation.  Periodic coordination meetings between implementing institutions.  Updated implementation dashboard reflecting progress	Continuous (2026–2028)	Lead:		
			Supporting Stakeholders		
			Government	CSOs	Others (e.g., Parliament, Private Sector etc)
Mid-term review and adaptive adjustment	Institutional self-assessment reports	Q1 2027	Lead:		
			Supporting Stakeholders		

	<p>prepared by lead institutions</p> <p>National multi-stakeholder mid-term review workshop conducted</p> <p>Consolidated mid-term review summary report</p> <p>Agreed implementation adjustments and follow-up actions</p>		<p>Government</p> <p>MLGA and Lead institutions of all commitments</p>	<p>CSOs</p> <p>CSOs: OG national forum members</p>	<p>Others (e.g., Parliament, Private Sector etc)</p> <p>Association of Kosovo Municipalities</p>
Final evaluation and knowledge sharing	<p>End-of-cycle implementation review report</p> <p>Documented lessons learned and good practices</p> <p>Recommendations for the next Action Plan</p> <p>Public dissemination of findings</p>	Q4 2028	Lead:		
			<u>Supporting Stakeholders</u>		
			<p>Government</p> <p>MLGA and Lead institutions of all commitments</p>	<p>CSOs</p> <p>CSOs: OG national forum members</p>	<p>Others (e.g., Parliament, Private Sector etc)</p> <p>Association of Kosovo Municipalities</p>

## Chapter IV: Implementation and monitoring

The Government of Kosovo is committed to the effective, transparent, and accountable implementation of the Action Plan. A robust Monitoring, Evaluation, Learning, and Communication (MELC) framework will be developed once the Action Plan is approved and will guide implementation, ensure that commitments are translated into concrete and measurable actions, and enable continuous improvement throughout the Action Plan cycle.

**Implementation arrangements:** Each commitment will be implemented under the leadership of the designated lead institution, in close coordination with supporting government bodies, civil society organizations, and other relevant stakeholders. Clear roles and responsibilities will be defined at the outset of implementation to ensure ownership, coordination, and accountability. Lead institutions will be responsible for delivering agreed milestones, reporting on progress, and addressing implementation challenges in a timely manner.

Where relevant, inter-institutional coordination mechanisms will be used to ensure coherence across commitments, avoid duplication, and maximize synergies with ongoing reforms, sectoral strategies, and digital transformation initiatives. Adequate administrative and technical capacities will be supported through guidance, training, and peer exchange.

**Monitoring and reporting:** Progress on each commitment will be monitored against agreed milestones, outputs, and indicators. Lead institutions will provide regular progress updates using a standardized reporting format, enabling consistent tracking across the Action Plan. Monitoring data will include both quantitative indicators (such as activities completed, outputs delivered, and response timelines) and qualitative information (such as challenges encountered, and lessons learned). Monitoring results will be shared periodically with the National Open Government Forum and published through appropriate channels to ensure transparency and public oversight. This approach will enable citizens, civil society, and the media to follow implementation progress and hold institutions accountable.

**Evaluation and learning:** Mid-term and end-of-cycle evaluations will be conducted to assess progress, effectiveness, and relevance of the commitments. Evaluations will focus not only on delivery of outputs, but also on outcomes, such as changes in institutional practices, quality of citizen engagement, and trust in public institutions. Findings from evaluations will be used to inform corrective actions during implementation and to shape future Action Plans. Lessons learned, good practices, and challenges will be systematically documented and shared among implementing institutions and stakeholders to support continuous learning and adaptation.

**Communication and public engagement:** Transparent and proactive communication is an integral part of the MELC framework. Information on commitments, implementation progress, and results will be communicated in clear and accessible formats through digital platforms and other appropriate channels. Particular attention will be paid to communicating progress in ways that are understandable to citizens and inclusive of diverse audiences. Civil society organizations will play an important role in outreach, feedback, and independent monitoring, contributing to a collaborative and participatory implementation process. Open communication will strengthen trust, encourage engagement, and reinforce the principles of open government throughout the Action Plan cycle.

### 4.1. Governance and coordination

The overall coordination of the Action Plan will be led by the **Ministry of Local Government Administration (MLGA)**. A multi-stakeholder **OGP Steering Committee**, co-chaired by

representatives from the government and civil society, will be the primary body for overseeing implementation. The Open Government National Forum will meet on a quarterly basis to:

- Review progress on each commitment against the established milestones.
- Identify and address implementation challenges and bottlenecks.
- Facilitate collaboration between lead institutions, supporting partners, and civil society.
- Ensure that the principles of open government are upheld throughout the implementation process.

## 4.2. Mid-Term review process

A critical component of this Action Plan is a formal **Mid-Term review**, to be conducted after the first year of implementation (approximately Q1 2027). This review will serve as a structured opportunity to assess the plan's relevance, effectiveness, and efficiency, and to make necessary adjustments.

The mid-term review process will include:

- **Self-assessment:** Lead institutions will prepare a comprehensive self-assessment report on their progress, challenges, and lessons learned.
- **Multi-stakeholder workshop:** A national workshop will be convened to discuss the findings of the self-assessment reports. This workshop will provide a platform for all stakeholders to provide feedback and collaboratively agree on any necessary course corrections.

Based on the outcomes of the review, the Open Government National Forum may recommend adjustments to the Action Plan, such as revising milestones, reallocating resources, or modifying implementation strategies to ensure that the plan remains on track to achieve its objectives. This adaptive management approach ensures that the Action Plan is a living document, capable of responding to changing circumstances and emerging opportunities, thereby maximizing its potential for impact.