

„Public information for All“

# MONITORING REPORT WITH RECOMMENDATIONS

Municipality Leposavic



2017

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# CONTENTS

<b>1. INTRODUCTION.....</b>	<b>4</b>
1.1. PROJECT DESCRIPTION .....	4
1.2. AIM OF THE REPORT .....	5
1.3. METHODOLOGY .....	5
<b>2. LEGAL FRAMEWORK .....</b>	<b>6</b>
2.1. LAW ON THE ACCESS TO PUBLIC DOCUMENTS .....	6
2.2. LAW ON LOCAL SELF-GOVERNMENT .....	7
2.3. LAW ON THE OFFICIAL GAZETTE.....	8
2.4. ADMINISTRATIVE INSTRUCTION FOR TRANSPARENCY IN MUNICIPALITIES.....	9
2.5. ADMINISTRATIVE INSTRUCTION ON THE WEBSITES OF PUBLIC INSTITUTIONS .....	9
2.6. STATUTE OF THE MUNICIPALITY LEPOSAVIC.....	9
<b>3. CITIZENS' VIEWS .....</b>	<b>11</b>
<b>4. FUNCTIONING AND MONITORING OF MUNICIPAL STRUCTURES.....</b>	<b>17</b>
4.1. MONITORING OF THE SESSION OF THE MUNICIPAL ASSEMBLY OF LEPOSAVIĆ/LEPOSAVIQ .....	17
4.2. OFFICE FOR ACCESS TO PUBLIC DOCUMENTS.....	20
4.3. WEBSITE.....	21
<b>5. RECOMMENDATIONS .....</b>	<b>22</b>

## 1. INTRODUCTION

Although there are many definitions, the main principles of the participatory democracy are public participation, transparency and responsibility. Among the other things in Kosovo, legal framework is based on these principles. Constitution, as the highest law of a country dictates the following: "Local self-government is based on the principles of good governance, transparency, efficiency and effectiveness in providing public services".

Public participation and transparency are interlaced and they complement each other. Transparency is achieved through elements such as public debates, access to public documents, etc. While, on the other hand, it is clear that public participation is achieved through participation in the decision-making process. Public participation is a means which leads to improvement of transparency in the administration of local self-government.

### 1.1. Project description

"Public information for all" is a project which is implemented by Media Pulse in the territory of municipality of Leposavic in 2017, from June to December. The project is supported by the WeBER<sup>1</sup> program, which is conducted in six countries of the Western Balkans and it is funded by the European Union and the Kingdom of the Netherlands. During the implementation of this project, the achievement of the following results was foreseen:

- Citizens are better informed about the law on access to public documents;
- Representatives of local civil society organizations are better informed about the mechanisms and procedures related to the right of access to information of public importance;
- Relevant stakeholders and the public are better informed about the loyalty of local self-government to ensure access to information of public importance.

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<sup>1</sup> <http://www.par-monitor.org/>

## **1.2. Aim of the report**

The monitoring report is the final activity of the project "Public information for all" and it contains data that were collected during the implementation of project activities. The report is mainly focused on the work of the Municipal Assembly of Leposavic, the work of the office for access to public documents and the official website of the municipality of Leposavic. The report provides access to the data of citizens' views that were collected during the initial phase of project implementation, as well as a number of recommendations and conclusions derived from the direct monitoring of the above mentioned institutions.

This report will be forwarded to all relevant stakeholders at the local and central level in order to influence the improvement of the work of local authorities, and all that in order to increase the transparency and accountability of institutions towards citizens.

## **1.3. Methodology**

The report was prepared with the use of qualitative and quantitative research methodology. During the preparation of the report, the desk research was most noticeable and the analysis of Kosovo legislation, with an overview of the functioning of local self-government in Kosovo was first performed (Law on Access to Public Documents, Law on Local Self-Government, etc.). Quantitative research included 200 subjects from the municipality of Leposavic, and the questionnaire covered issues related to the level of knowledge of civil rights and opportunities regarding the transparency and openness of local institutions.

## 2. LEGAL FRAMEWORK

Although the legal framework in Kosovo allows and gives citizens the right to participate in the decision-making process or require government officials to be responsible for their decisions, citizens are still not familiar with the ways of exercising these rights. This problem is mostly present in four northern municipalities with majority Serb population. Another problem that is related to the entire Serbian community in Kosovo is the poor translation of the law into the Serbian language, which can lead to different interpretations, as well as to the free interpretation by the institutions.

### 2.1. Law on the access to public documents

Law on the access to public documents<sup>2</sup> (hereinafter referred to as **LAPD**) which establishes that every person is entitled of the right of access to public documents. In addition to this law, Constitution of the Republic of Kosovo, article 41. guarantees that every person enjoys the right of access to documents of public importance. LAPD determines that each public institution is obliged to have a responsible person or whole department if it is needed for offering public information.

Citizens may request for access to public document, whether orally or in written form, and they are not obliged to state their reasons for requiring such a document. Public institutions are obliged to reply regarding the request for access to public document within seven days, and if there are cases when demand is not approved it is necessary to mention reasons for refusal. Also, in the cases when the request is not approved, person who is asking for document has the right of appeal. Not only do the employees in service for public information consider the requests, but they are obliged to submit annual reports on their work to Office of the Prime Minister as well as information about refused and approved requests for access to public documents.

In addition to being badly translated into Serbian language, law on access to public documents has some shortcomings that are related to the law itself. Thus, Article 9 provides that after a review of the request, the final decision whether the request for access to the document will be approved or not will be made by the head of the institution, in this case the Mayor, based on Mayor's belief.

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<sup>2</sup> <https://www.kuvendikosoves.org/common/docs/ligjet/2010-215-ser.pdf>

The deadlines that are written by law are reasonable and the institution has seven days to make a decision whether it will approve or refuse the access to the requested document. If the request is not approved, the person that is asking for document has 15 days after receiving the response to submit the request to the institution for review of the decision.

**LAPD** describes that public institutions have a legal obligation to submit an annual report about the number of received requests for access to public documents to the Office of the Prime Minister, as well as the number of approved and rejected requests. For the municipality of Leposavic, in the Comprehensive Report for access to public documents, no information can be found, even the person who is in charge of receiving the requests is not known, and the situation is the same in the municipalities of Zubin Potok and Zvecan.

The secondary legislations in power arising from the **LAPD** are as follows:

- Regulation no. 03/2011 on the public communication service of the government;
- Regulation no. 1/2012 on Code of Ethics on Communication Officers with public;
- Regulation no. 02/2012 / MF on tariffs for access to public documents;
- Regulation no. 04/2012 on official evidence of requests for access to public documents and package of standard documents for the needs of the PJD;
- Administrative Instruction no. 2008/09 on transparency in municipalities;
- Administrative Instruction no. 02/2011, on the portal of the Government of Kosovo;
- Administrative Instruction (MPA) no. 01/2015 on the websites of public institutions.

## **2.2. Law on local self-government**

The basic law on the organization and functioning of local government in Kosovo is the Law on Self-Government<sup>3</sup>. This law defines the legal status of municipalities, their competencies and general principles of municipal finances, organization and functioning of the municipal bodies, the intra-municipal arrangements and the inter-municipal cooperation including the cross border cooperation and the relationship between municipalities and central government.

All municipal organs shall ensure that the citizens of the municipality enjoy all rights and freedoms without distinction of any kind, such as race, ethnicity, color, sex, language, religion, political or other opinion, national or social origin, property, birth, or other status, and that they have fair and equal opportunities in municipality service at all levels.

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<sup>3</sup> [http://www.kuvendikosoves.org/common/docs/ligjet/2008\\_03-L040\\_sr.pdf](http://www.kuvendikosoves.org/common/docs/ligjet/2008_03-L040_sr.pdf)

Meetings of the Municipal Assembly are open to the public, except in cases when it is forbidden for public to be at meeting if some of requirements from the Article 45.3. on law of local self-government is met. Municipalities are obliged to inform the citizens of the municipality about the regular and extraordinary meetings of the Municipal Assembly seven or at least three (3) working days prior to the date of the meeting. Each municipality shall hold at least twice a year, a public meeting.

The Law on Local Self-Government, with the Articles 69, 70, 71 and 72, provides citizens' right of petition, citizens' initiatives, referendum, and the initiative to recall the Mayor. The Municipal Assembly shall have a right to establish consultative committees for the purpose of enabling citizens to participate in the decision making process. The status of these committees is consulting and membership of these committees shall include citizens and representatives of civil society organizations.

### **2.3. Law on the official gazette**

The Law on the Official Gazette<sup>4</sup>, requires all public institutions to submit legal acts that need to be published in the Official Gazette to the Office on Publication of the Official Gazette in printed and electronic version, within five days from the date of adoption. If the documents are not delivered within the specified deadline, they will not be valid in Kosovo. The institution that is submitting the document to the Office on Publication is responsible for the contents of the document as well as for possible errors in the content of the legal act.

Due to poor translation and insufficiently accurate definition of the duties of institutions, the law on the official gazette offers the possibility for free interpretation by institutions. The Municipality of Leposavic has published two documents on the website of the official gazette, a statute of the municipality and a rulebook on the work of the Municipal Assembly. For comparison, in the other three municipalities in the north of Kosovo, Zubin Potok and Zvecan have not published any documents, while the municipality of North Mitrovica has published four decisions and a statute of the municipality in the official gazette. Regarding the publication of documents, among municipalities with majority Serb population in Kosovo, the most transparent is municipality of Strpce, while Pristina is the most transparent on the whole Kosovo level.

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<sup>4</sup> <https://gzk.rks-gov.net/ActDetail.aspx?ActID=10680>

## **2.4. Administrative instruction for transparency in municipalities**

Administrative instruction on transparency in municipalities<sup>5</sup> regulates the public participation in Municipal Assembly meetings and its bodies, obligation for public information, public participation in decision-making in local level, and public participation in politics, etc.

Administrative instruction obligates the municipality to necessarily hold at least two meetings with public every year, and except these two meetings, it also organizes additional meetings for issues related to the use of municipal budget, economic development, spatial planning, municipal incomes, etc. Municipality informs public at least two weeks prior to the public meeting through media and municipality website.

## **2.5. Administrative instruction on the websites of public institutions**

Administrative instruction on the website of public institutions<sup>6</sup> is an official document which determines the standards that should be completed by the websites of the public institutions. Public institutions are obliged to host the e-mail address of the person that is responsible for the public communication and that is very important in this instruction and it is related to the transparency of work.

This instruction in compliance with the law on language use obliges all public institutions as well as municipalities to publish in official languages of Kosovo, including English language.

## **2.6. Statute of the Municipality Leposavic**

Statute<sup>7</sup> is the highest act and as such regulates the municipality functioning in accordance with the legal framework at the central level by which the functioning of local self-government is regulated. This document serves as a basis for ensuring the implementation of the authority and responsibility of the municipality, as defined by the Law on Local Self-Government and other laws. The Statute addresses many issues, including:

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<sup>5</sup> <https://gzk.rks-gov.net/ActDetail.aspx?ActID=11403>

<sup>6</sup> <https://gzk.rks-gov.net/ActDetail.aspx?ActID=11007>

<sup>7</sup> <https://gzk.rks-gov.net/ActsByCategoryInst.aspx?Index=3&InstID=111&CatID=117>

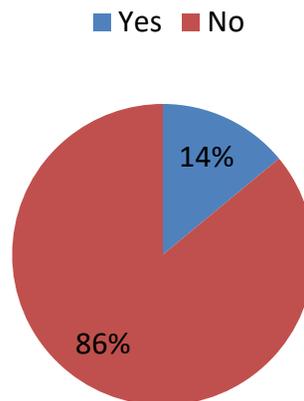
- Regulation of the authority of the municipality;
- Citizens' participation in decision-making processes which are of the public interest;
- Participation of citizens at the Municipal Assembly meetings;
- Municipal bodies;
- The rights and duties of municipal assembly members;
- Rights of communities;
- Financial management, etc.

Law on local self-government obliges municipalities to adopt the statute of the municipality within 60 days from the date of their establishment, and the municipality which does not adopt the statute will be declared as non-functional.

### 3. CITIZENS' VIEWS

Field research was conducted in order to examine the level of knowledge, awareness and views of citizens regarding the work of the municipal office for access to public documents and transparency of local self-government in the first phase of the project in June 2017. This research included 200 citizens who live in municipality Leposavic. This research covered 50 citizens who live in Socanica and Lesak, while in Leposavic 100 citizens were interviewed. The sample consisted of 110 men and 90 women, aged 18 to 80 years. The results we have achieved reflect reality and show that citizens are not familiar enough with their rights and opportunities provided by laws.

This research help us to get the information that 38 % of the citizens from Leposavic who were included in this research are familiar with the piece of information that Municipal Assembly meetings are open to public, while 62% of citizens were not familiar with it. However, 86 % of citizens never attended Municipal assembly meetings. These results support the fact that citizens who were included in this research are aware that the Municipal Assembly meetings are open to the public, but a large number of subjects never attended Assembly meeting, which indicates that citizens are passive in monitoring the work of local authorities.



*Chart 1. Answers to the question: Have you ever attended the municipal assembly meetings?*

Despite regular broadcasting of the Municipal Assembly meetings of Leposavic at the local TV station "RTV MIR", 19% of subjects were not aware that the recording was broadcast while 81% were familiar with it. However, 41 % of those who are familiar with it have never

watched the meetings, 51% of them watch sometimes, and only 8% of subjects watch every assembly meeting on TV. These data support the fact that citizens are not overly interested in events in the local assembly, and that they are not too much interested in decisions that are made at the meetings, despite the fact that many of them directly affect their quality of life.

■ Watch every ■ Sometimes ■ Watch never

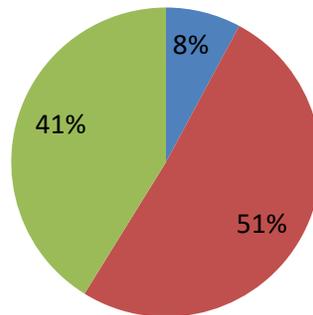


Chart number 2. Answers to the question: How often do you watch assembly meeting on the local tv station?

Website of municipality Leposavic exists since 2015, but only 33 % of subjects who were included in this research visits this site, while 67 % of them do not visit it. Only 2 % visit it at daily basis, 14 % sometimes and 17 % visit it monthly. When it comes to usefulness of the information that are available on the website, 82 % of interviewed citizens did not find useful information, while 18 % say that website contains useful and necessary information.

■ Yes ■ No

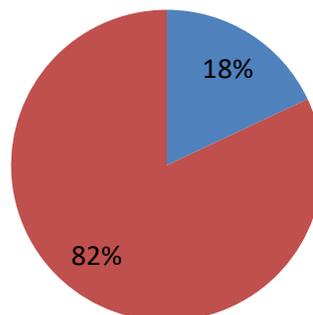
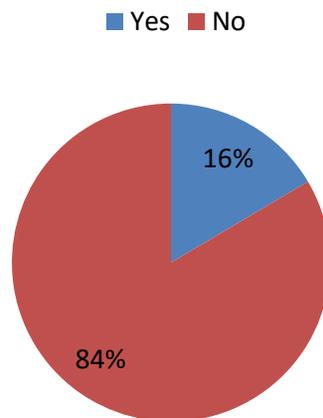


Chart number 3. Answers to the question: Did you find necessary information on the municipal website?

By looking into the content of the municipal website, it is noticed that it does not contain basic information (municipal budget, minutes of the Municipal Assembly meetings, etc.), which

is not in compliance with the Administrative Instruction no. 01/2015 on the websites of public institutions. This is confirmed to a great extent by the subjects, and 11% of them found job listings on the website, 7% calls for grants, while 82% did not find useful information.

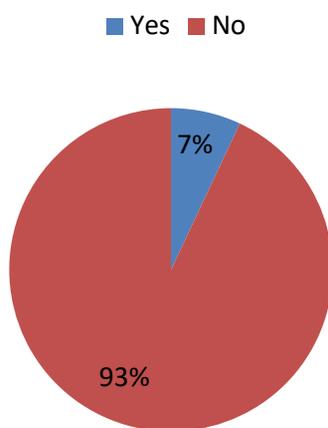
The office for access to public documents exists in municipality Leposavic since 2015. However, citizens are not familiar enough with its work, which is proved with the research results conducted by Media Pulse team. According to the above mentioned results, 84 % of the subjects are not familiar with existence and functioning of the office for access to public documents in municipality of Leposavic. These results are not surprising because this office for access to public documents does not exist for a long time, and the newly formed municipality under the Kosovo system does not work enough in promoting of its work, as well as on informing the citizens about their rights and duties.



*Chart number 4. Answers to the question: Do you know about the function of the office for access to public documents?*

Subjects' answers to the question whether they are familiar with the possibility of accessing to information of public importance or not are even more striking. Even 90% of subjects are not familiar with it, while only 10% of subjects are. The conclusion is that citizens are not even familiar with different types of documents of public importance, because even 89% of subjects state that they are not aware of it. And when it comes to valid procedures for access to public documents, the situation is not better because the answers of the subjects indicate a great lack of awareness and knowledge about such procedures. In other words, only 7% of included citizens in this research say that they know them, while 93% are not familiar with them.

We can look at this problem in two ways. The non-functioning of the newly formed municipality under the Kosovo laws is evident in terms of transparency, while on the hand, the citizens are not interested in possibilities of participating in decision-making processes and monitoring of the work of local institutions as well as in public life in general.

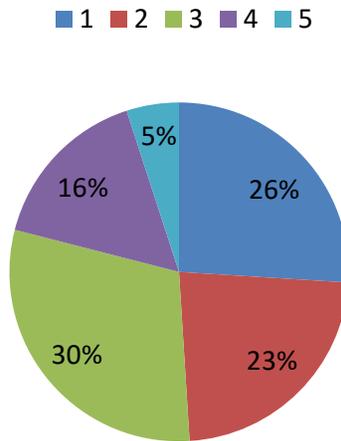


*Chart number 5. Answers to the question: Are you familiar with procedures for access to public documents?*

74% of subjects think that they should address to the provisional government<sup>8</sup> in order to get access to the public documents, 8 % think that they should address to the international organizations and 18 % think that they should address to the newly formed municipalities under the Kosovo laws and these results show us how much are the citizens familiar with the work of newly formed municipalities under the Kosovo laws. This data shows that although municipalities have been functioning in the Kosovo system since 2013, they are still unknown to citizens. Their incomplete establishment and lack of municipal departments are in favor of this situation, so that provisional government continue to serve the citizens in meeting their everyday demands.

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<sup>8</sup> Provisional government is institution that is established by the Government of Republic of Serbia in order to carry out the tasks within the competence of the municipal assembly and executive bodies until the establishment of new municipalities under the Kosovo laws. Although local elections were held in northern Kosovo in 2013, provisional governments remain functional in all municipalities, both in northern Kosovo and in municipalities south of the Ibar River.



*Chart number 6. Answers to the question: On a scale from 1 to 5, how much is the municipality of Leposavic open for cooperation with citizens?*

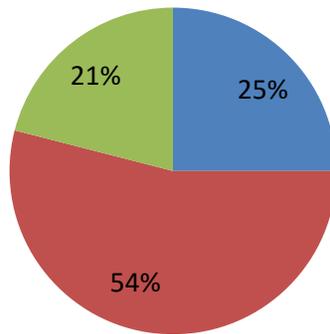
Municipality of Leposavic is not transparent enough and open to citizens in its work, which was noticed after several months of monitoring the work of certain municipal structures carried out by Media Pulse team. This is confirmed by the views of the interviewed citizens, where only 5% of subjects evaluate the openness of the municipality for cooperation with citizens with 5, and even 26% of interviewed subjects with 1. As shown in the chart 6 a relatively large percentage of citizens evaluate the openness of the municipality with 2 and 3, which unequivocally reflects dissatisfaction or low level of satisfaction with the transparency of local government work.

Such results point that municipal structures should necessarily take urgent concrete actions aimed at improving the situation regarding openness and transparency in order to increase the level of citizens' participation in the implementation of authority and monitoring the work of local government bodies. However, according to the opinion of the subjects regarding the improvement of this situation, it can be concluded that citizens are not quite optimistic when it comes to any progress. Only 21% of subjects think that the municipality will become more transparent, 54% predict unchanged situation, while 25% predict it will not become more transparent.

Such results are not surprising, because it is evident that citizens have long been dissatisfied with local political circumstances and the overall context of municipal management. In the conditions of long-standing institutional paralysis and the fragile rule of law in the north of Kosovo, the impression of the alienation and closeness of institutions and their formal

existence is seen among citizens. Such an institutional heritage does not provide much promise for the improvement of the situation, at least in near future.

■ It will not change ■ It will remain the same ■ It will change



*Chart number 7. Answers to the question: Will municipality of Leposavic become more transparent in the following year?*

## 4. FUNCTIONING AND MONITORING OF MUNICIPAL STRUCTURES

Based on the several-month monitoring of the work of several municipal structures, it has been noted that there could be some improvements in their work in terms of transparency and openness towards citizens.

### 4.1. Monitoring of the session of the Municipal Assembly of Leposavić/Leposaviq

The Municipal Assembly of Leposavic comprised of 19 councilors, and they all have equal rights and opportunities to participate in the work of the Assembly. The Municipal Assembly of Leposavic is obliged to hold a minimum of ten regular sessions during the calendar year. In the period from June 1<sup>st</sup> to November 30<sup>th</sup>, the Municipal Assembly of Leposavic held 5 sessions, one of which was a public debate on the draft budget for 2018.

The public is informed about sessions through the notice board located in the municipality building, while the municipal website is not used for informing about the sessions of the Assembly. The foreseen 7-day deadline to notify the public on meetings of the Municipal Assembly is not always respected.

**The third regular session** of the Municipal Assembly was held on 22.06.2017. At this session, 16 out of 19 councilors were present, and the meeting was not attended by the Mayor. The following agenda was foreseen for adoption:

- Adoption of the transcripts from the first extraordinary session of the Municipal Assembly of Leposavic;
- Presentation and review of the Budget Implementation Report for Leposavic Municipality for the period January-March 2017;
- Current issues.

The agenda was adopted with 13 votes for, whereas three councilors were abstained. Director of the Budget and Finance Department presented a quarterly report on budget implementation for the period January-March 2017. After the presentation of the report, several present councilors, together with the Chairman of the Assembly, made remarks on the belated finalization of the report and criticized the work of the current mayor, thus accusing him of acting on his own accord.

The same group of councilors requested of the Director of the Budget and Finance Department to prepare the financial report for previous 3 years and to present it at the next session of the Municipal Assembly. He was also asked to reconsider the municipality's debt of 495,000 Euros for projects that were implemented in previous years.

**The fourth regular session** was held on 10.07.2017. and was scheduled six days before, which is not according to legal regulations. 15 out of 19 councilors were present, and at this session Mayor wasn't present again, neither was Chairman of the Assembly. The following agenda was foreseen for adoption:

- Adoption of the transcripts from third regular session of the Municipal Assembly of Leposavic;
- Presentation and consideration of the first budget's circular 2018/01;
- Current issues.

The agenda was adopted with 12 votes, while three councilors were abstained. Request which councilors and chairman stated to director of the department for the budget and finances from the third session about public presenting of the financial report for the previous three years was not accomplished. Considering that Mayor was not present, neither was Chairman of the Assembly, session didn't last long.

**The fifth regular session** of the Municipal Assembly of Leposavic was held on 06. 09. 2017. It was scheduled by legal deadline and 17 out of 19 councilors were present, and Mayor was not present as well as at the previous sessions that were monitored. With 14 votes for, and three abstained, the following agenda was adopted:

- Adoptions of the transcripts from the fourth regular session of the Municipal Assembly of Leposavic;
- Presentation and consideration financial report for the period January-June 2017;
- Presentation and consideration of the budget framework 2018/2 for Leposavic;
- Presentation and consideration of the Report of the Assembly Commission for determination of level of realization and consumption of financial resources for capital projects in 2015. and in 2016. year;
- Current issues.

This session was marked by criticisms of the work of the Mayor. Namely, Municipal Commission for evaluation of realization of the capital projects was formed, and its representatives have issued a number of allegations against the work of Mayor and pointed out

to the spent funds for the projects that were partially realized, as well as the projects that were not realized and for which funds were also spent. Representatives of the commission accused the Mayor and they called him responsible for damage in the amount of 2.340.967€ which was done to municipality of Leposavic and to its citizens.

Councilors who are in the same political party as the Mayor, refused to argue about this report, making a remark about its delayed delivery and inability for preparation for the discussion.

Financial report for period from January to July 2017 for municipality of Leposavic was presented by director of the department for budget and finances, and after its presentation criticisms were made by Chairman and group of councilors because of the delay in its arrival and the pointlessness of the debate about it at the time of his presentation.

**Public discussion** about the suggestion of the budget of Municipal of Leposavic was held on 27.09.2017. A large number of citizens attended this session, as well as representatives of NGO sector and the media. Public discussion lasted for a long time and each of the present citizens had a chance to discuss and to present suggestions for financing from the municipal budget. As well as at the previous sessions, a lot of criticism of the work of the Mayor could be heard at this session.

Suggestion of the project for the arrangement of vacationland, which was submitted by the representatives of the organization Media Pulse, was adopted and planned in the budget for 2018.

Based on this it can be concluded that the Municipal Assembly and councilors have understanding for suggestions and needs of the citizens of Leposavic. On the other side, citizens are insufficiently informed about their possibilities in planning of the municipal budget, which explains the insignificant number of suggestions received directly from citizens and their associations.

**Sixth regular session** of the Municipal Assembly of Leposavic was held on 28.09.2017. and 17 out of 19 councilors were present, and at this session Mayor was present also. Suggested agenda was adopted by the votes of all 17 present councilors, and it contained:

- Adoption of the transcripts from the fifth regular session of the Municipal Assembly of Leposavic;
- Consideration and adoption of the suggested decision on the budget of municipality Leposavic for 2018. Year

- Current issues

Discussion on the second point of agenda was very harsh, and as a result only 12 councilors were in Assembly Hall at the moment of voting on the budget. The Mayor also left the session.

And at this session there were mutual accusations. The Chairman accused the Mayor that the budget he suggested was unrealistic and that the same projects were financed year after year.

The councilor who is the member of the Bosnian minority community stated that he will not support any budget, because the projects suggestions of his community are not included.

Budget for 2018. Year was adopted with eleven votes for and one against.

From the above mentioned, it can be concluded that the work of the municipal assembly of Leposavic during the monitoring period was marked with an atmosphere of arrogance and disagreement between the opposing local political parties, which largely paralyzed not only the work of the Assembly, but also the functioning of the entire municipality and its services. In such an atmosphere, the sessions looked like useless, often vulgar discussions about things that are not essential to citizens.

In a situation where the executive authority did not have a majority in the local assembly, there were no conditions for reaching consensus on important decisions of importance for the daily life of citizens, but also conditions for the implementation of numerous infrastructure projects. The absence of support to the executive authorities by the assembly led to paralysis in the work of the local government, which among other things led to a very low degree of utilization of municipal budget funds, especially those intended for the so-called " capital investments. In addition, there has been a delay in the implementation of projects financed by international donors and other funds.

#### **4.2. Office for access to public documents**

The office for access to public documents in the municipality of Leposavic exists since 2015. In the period from June to September 2017, the office did not function. The office currently has one employed person, and has not received any requests for access to public documents. Citizens can contact this office via the Internet, and the title of the message must indicate that they have been sent it to the office for access to public documents. Officials explain this with the fact that the municipality uses only one address for electronic communication. Of course,

requests can also be submitted in written form at the office. The municipality informs citizens through its website and through local media and portals.

### **4.3. Website**

According to the government system of Republic of Kosovo, Leposavic has its own official web-site. Site is used for promotion of Mayor's cabinet activities and promotion of municipality and contains news published after the finishing of tasks like road asphaltting and construction of residential buildings. In the monitoring period, this site doesn't contain any service information, except one about snow removal in rural areas.

Site contains information about jobs listings and grants announced by municipality. It is noticed that citizens have enough time for preparation and participation from the moment of proclamation until deadline. However, these proclamations were followed by certain technical deficiencies like posting files in jpg. format, which can indicate lack of informatics skills of those who maintain this web-site. Web-site is regularly updated, but it's hard not to see that site is used for Mayor's cabinet promotion and municipality activities, especially in time of pre-election campaign for parliament and local election. It's not surprising, because local institutions raise their activities in that period. However, even beside legal obligations, site doesn't show municipality budget, records of municipality sessions or invitations for municipality sessions. Site offers strategic documents adopted by municipal assembly. Information about executives and their phone numbers are also available, while contact information about Mayor are not available. Official page of Leposavic municipality is not available on Facebook or other social networks.

## 5. RECOMMENDATIONS

1. Leposavic municipality needs to advance its public relations and inform its citizens about possibilities of right on access to public documents. Public information service must have more proactive access, in order to be more available to citizens and media. It is obligatory to publish staff's contact information on municipality website.
2. Notation of "Right to Know Day" on September 28., by municipality administration, in order to promote office for access to public documents, or initiation of series of actions on this day in order to show openness of municipality toward citizens and their encouragements to participate in making decisions.
3. Leposavic Municipality is using its website, however, current information must have been replaced and complement and municipality needs to provide and offer the following:
  - a. service information
  - b. more contact information about staff
  - c. information about municipal assembly meetings schedule
  - d. information about results from municipal assembly meetings
  - e. information about budget
  - f. information about public discussions schedule for budget planning
  - g. updating of website
4. Due to the great number of international organizations that operate in Kosovo, municipality website should also have posts translated into English language. Strategic documents also should be translated and, in that way, make them available to potential donors and investors.
5. Lack of citizens' interest is seen as a part of a transparency problem which is not directly connected with municipality's activity. However, municipality must approach this problem of involving citizens in Local Government Policy Making Process and strategies for its implementation. That approach may imply:
  - a. Establishment of information office

b. practice that implies regular meetings of municipality representatives with citizens in rural areas, seeing that Leposavic municipality has 72 villages and it is known as one of the biggest municipalities in Kosovo because of its area.

c. Giving information to citizens by posters located in the zones of busy roads, using of local TV and radio stations, individual calls for village representatives

6. Maintaining a minimum two public meetings annually, as it is provided in the statute of the municipality. If there are more public meetings annually it would lead to increased public participation in decision-making, and the municipality of Leposavic would improve public transparency through public meetings.

7. Political party councilors should focus more on current problems which are affecting the citizens and the development of the municipality, and less on topics that are closely related to inter-party disputes and debates.

8. Apart from several councilors who always want to speak and who are prepared for the session of the Municipal Assembly, most of them are not prepared for debates and are not addressed in the forwarded working material, which leads to the inability to participate in the discussion and to provide a constructive contribution to the decision-making process. Councilors should be ready to attend meetings and give their contribution to the work of the Assembly whenever possible. This shows their responsibility towards citizens who have given them a mandate to represent their interests.

9. International organizations and civil society organizations should be more involved in the process of monitoring Kosovo's newly formed municipalities. Additionally, given that the Municipality of Leposavic does not have municipal departments and offices, international organizations can contribute to the process of their establishment and functioning through raising general professional capacities of employees and better familiarization with valid regulations and procedures.

10. Central institutions should pay more attention to newly-formed municipalities in the north of Kosovo and provide support through monitoring and counseling. The exchange of experiences and good practices with officials of similar Kosovo municipalities who have many years of experience in the institutional system of Kosovo will also be useful.

