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Ministria e Digjitalizimit dhe Administratës Publike - Ministarstvo digitalizacije i javne uprave - Ministry of Digitalization and Public Administration

Report on the implementation of the Public Administration Reform Strategy PARS 2022-2027: **Six-Monthly Report, January - June 2026**

August, 2026

Summary

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List of abbreviations

AIP	Agency for Information and Privacy
ISA	Information Society Agency
DPAR	Department for Public Administration Reform
DMPO	Department for the Management of Public Officials
HRMIS	Human Resources Management Information System
KIPA	Kosovo Institute for Public Administration
IOCCS	Independent Oversight Council for the Civil Service
LGAP	Law on General Administrative Procedure
LPO	Law on Public Officials
MCPAR	Ministerial Council for Public Administration Reform
MDPA	Ministry of Digitalization and Public Administration
NPISAA	National Programme for the Implementation of the Stabilization and Association Agreement
OGG/OPM	Office for Good Governance of the Prime Minister's Office
PMO	Prime Minister's Office
PARS	Public Administration Reform Strategy
SBS	Sector Budget Support
SGPAR	Special Group on Public Administration Reform
SPO/OPM	Strategic Planning Office in the Office of the Prime Minister
SRCPAR	Sector Reform Contract for Public Administration Reform

1. Introduction

This report reviews and analyses the process, results and challenges in the framework of the implementation of the Public Administration Reform Strategy (PARS 2022-2027) and its revised Action Plan (AP 2025-2027) for the period January - June 2026. The report has been prepared in such a way that it contains two distinct parts of the monitoring and reporting aspect: 1) activities with an implementation period of Q1-Q2 2026, and that are part of the implementation calculation; and 2) activities that maintain an "ongoing" status of implementation, and/or that end up being implemented in Q4 2026. This division is made, on the one hand, to keep decision-makers better informed about the process, and on the other hand to inform implementing institutions about progress against planning, to keep them more accountable in implementation, to increase proactivity and to take follow-up actions until the Annual Report, with the sole purpose of increasing the level of implementation and fulfilling the Strategic Objectives of the PARS.

The report was prepared by the Department for Public Administration Reform of the Ministry of Digitalization and Public Administration (DPAR/MDPA). It is based on data reported to DPAR/MDPA by the units responsible for implementation. The process of preparing the report, based on the monitoring and reporting guidelines, consists of three phases: notification and data collection, data analysis, and report drafting. The preparation of the report was preceded by a monitoring process of the implementing institutions, in continuous communication through notification and reminder emails with the relevant institutions, and individual meetings with each unit, encouraging them to report on the implementation of activities.

During 2026, the Council of Ministers for PAR (CMPAR) held a meeting on May 28, 2026, and the main conclusions – in addition to the approval of annual reports – included strengthening institutional cooperation and coordination, especially with the Department for Public Administration Reform and the Department for the Management of Public Officials.

2. Executive Summary

The Implementation Report of the (AP) 2025-2027 for the first six (6) months of 2026 aims to summarize the achievements, describe the status and fulfilment of the reform measures foreseen for this period of time, as well as identify the challenges, difficulties, and risks involved in the (non)implementation of these planned measures, while also informing decision-makers about the level of implementation of these measures and the actions that need to be taken for their implementation in the remaining period (June-December 2026).

The 2025-2027 Action Plan for the implementation of the Public Administration Reform Strategy (PARS) 2022-2027 includes a total of forty-three (43) actions for implementation in the first half of 2026. Of these, eighteen (18) actions (or 41.9%) have been fully implemented, eighteen (18) (or 41.9%) have been partially implemented, and seven (7) (or 16.3%) have not been implemented.

Policy planning and coordination – progress has been achieved in strengthening capacities for strategic planning and management through trainings, as well as in the mid-term review of

the NDS and the annual review of the NPEI, advancing their alignment with key strategic planning documents and development priorities. Further, the alignment of the Reform Agenda with the NDS, the EICP and institutional plans has increased, ensuring the integration of reform measures within the framework of the EU Reform and Growth Facility for the Western Balkans.

In the context of increasing institutional performance, institutional plans of ministries and the PMO have been drafted and approved, and mechanisms for their monitoring and reporting have been defined. In addition, the development of the government-wide platform for planning and monitoring has been advanced, while a draft of the NDP 2026–2028 has been prepared and is expected to be approved after the approval of the Government Programme. Progress has also been achieved in strengthening transparency, public consultations and cooperation with civil society, through the implementation of the relevant strategy, the drafting of the new Manual for Public Consultations and the advancement of the electronic platform. In order to design data-based policies and strengthen the legal framework, steps have been taken to build capacities in the drafting of Concept Documents, regulatory assessment and consolidation of legislation. However, the process of amending the relevant regulation is yet to be initiated.

Advancing public administration-oriented services– The status of the "Identification of sub-legal acts for harmonization with the LGAP" remains "ongoing", with no new changes during the reporting period. As part of capacity building, the training on "Transformation of Public Services: From Traditional Counters to One Stop Shop and Digital Services" was organized in March, with the participation of 20 representatives from municipalities, while training is planned for two other groups in the second half of the year.

Activities to increase the quality of services are in the process of implementation within the framework of the World Bank Strengthening Digital Governance for Service Delivery project. In the framework of improving access and efficiency of services, ISA has continued to publish information on the services of central and local institutions on the eKosova platform, as well as maintaining communication and support channels for citizens. During the first period of 2026, ten (10) new services were developed and published, while one periodic service was republished. In addition, the eKosova platform continues to provide equal access to electronic services for persons with disabilities.

Professional public service and human resource management – During the reporting period, technical support was continuously provided for personnel managers through the HRMIS and their information on the new features of the system. The initial draft of the annual report on Human Resources Management has been developed, while the remaining data is being processed. In the process of restructuring and systematization of jobs, progress of 55% has been achieved in the ministry, including the PMO, and 22% in the agencies, with a total of 31 institutions. A review of the Training Needs Assessment is planned for 2026, while documents for assessing the quality of training have also been drafted. During the reporting period, 2 trainings were conducted for managerial civil servants, with a total of 68 participants, contributing to strengthening capacities in human resources management, problem solving and managerial decision-making.

Increasing the level of accountability and transparency in public administration – During the reporting period, progress was made in increasing accountability and transparency in public administration, especially in the process of agency rationalization, performance management,

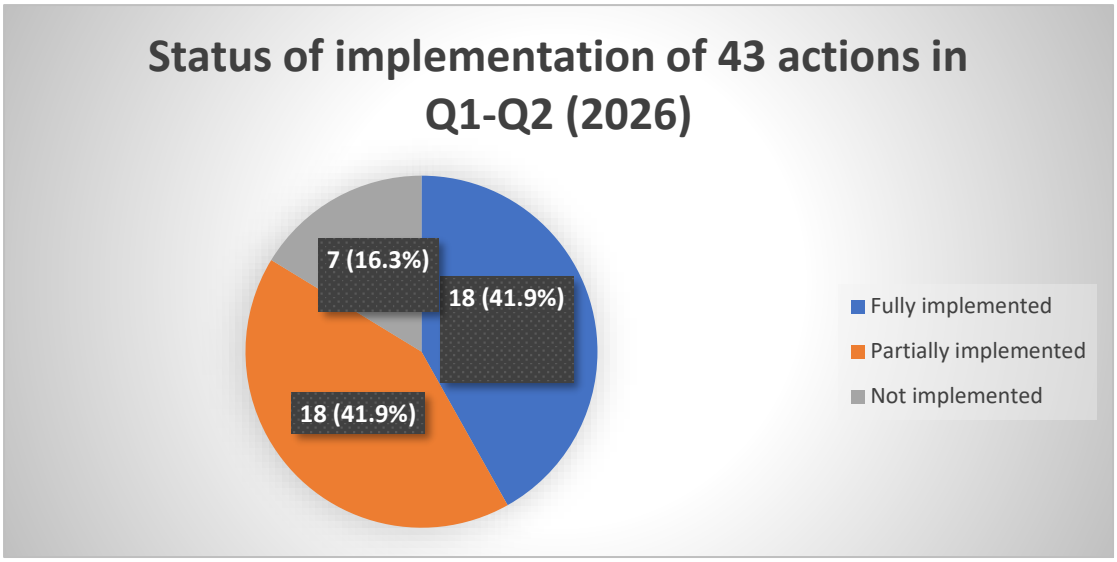
proactive transparency and monitoring of the Ombudsperson's recommendations. As part of the rationalization process, six (6) new ministries were selected and agreed upon, and a Working Group for coordinating the process was established, which held two meetings and consultations with the relevant ministries, structural and functional analyses were conducted, and the Government approved the Draft Law on the rationalization and establishment of agency accountability lines from the Agency Rationalization Programme of 2024.

Regarding performance management, out of 54 agencies for 2026, 35 (64%) have approved their Annual Performance Plans, 12 (22%) have submitted draft plans, while 7 (12%) have not reported on their drafting. For 2025, out of 53 agencies, 29 (54%) have had plans approved, while 20 annual performance reports for 2025 were received by August 24, 2026, of which 13 are in compliance with legal requirements.

In the field of inspection, the Regulation on the training, testing and certification of inspectors has been approved, the training modules have been designed and the training of trainers is expected to begin in August, while the training of inspectors in the last quarter of 2026. In the framework of transparency, AIP has carried out 5 professional activities with 220 participants and has completed consultations with pilot institutions for the proactive publication of information. Meanwhile, the Office for Good Governance has continued to monitor the recommendations of the Ombudsperson; during the period January-June 2026, 5 reports with 33 recommendations were addressed. Overall, progress has been achieved in strengthening transparency and accountability, but challenges remain in the full implementation of the performance management system, the rationalization of agencies and the respect of legal deadlines for reporting and implementation of recommendations.

3. Overall Progress

The 2025–2027 Action Plan for the first six (6) months of 2026 includes a total of forty-three (43) actions, not including actions with an “ongoing” implementation period, some of which have also made progress during this six-month period. According to data collected by the leading and supporting institutions for the implementation of actions during Q1–Q2, eighteen (18) actions, or 41.9%, have been fully implemented, eighteen (18) actions, or 41.9%, have been partially implemented, while seven (7) actions, or 16.3%, have not been implemented.
Chart 1: Fully implemented, partially implemented and unimplemented actions



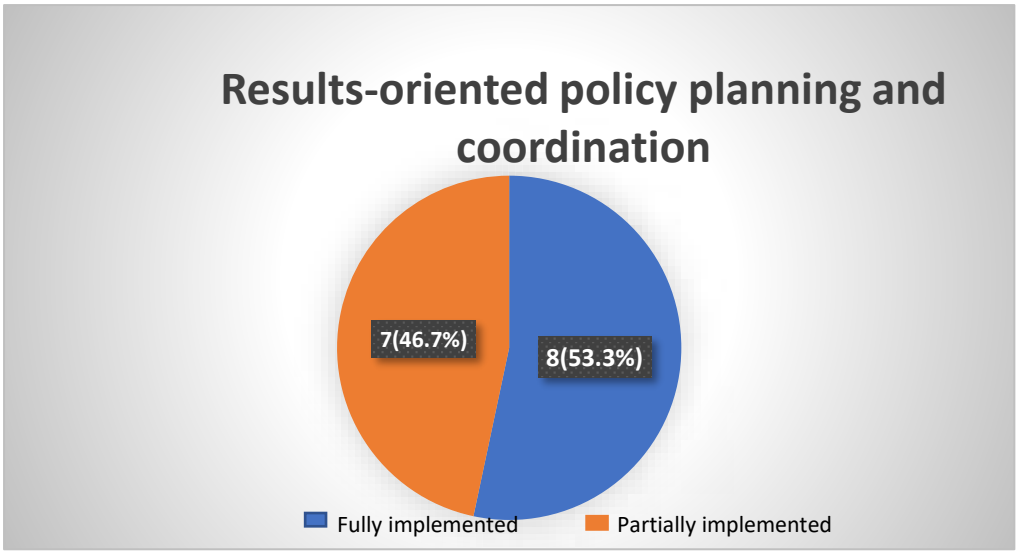
If we divide the status of the implementation of actions for Q1-Q2 according to the four strategic objectives, in general, the first strategic objective (Results-oriented policy planning and coordination) has achieved good progress, the second objective (Advancing public administration-oriented services) has achieved some progress, the third objective (Professional public service and effective human resource management) has also achieved good progress, and the fourth objective (Increasing the level of accountability and transparency in public administration) has made good progress.

Table 1: Classification of actions according to strategic objectives and implementation Q1-Q2 2026

Strategic objectives	**Fully implemented**	**Partially implemented**	**Implemented**	**Total**
Results-oriented policy planning and coordination	8 (53.3%)	7 (46.7%)	0	15
Advancing public administration-oriented services	7 (58.3%)	0	5 (41.7%)	12
Professional public service and effective human resources management	2 (25%)	4 (50%)	2 (25%)	8
Increasing the level of accountability and transparency in public administration	1 (12.5%)	7 (87.5%)	0	8
Total	**18 (41.9%)**	**18 (41.9%)**	**7 (16.3%)**	**43**

The following section provides a more detailed description of the implementation of activities under the four strategic objectives.

Strategic Objective I Results-oriented policy planning and coordination – includes a total of 15 activities, of which 8 actions (or 53.3%) have been fully implemented and 7 (or 46.7%) have been partially implemented.



Progress has been made in strengthening capacities for strategic planning and management, coordination of government policies and harmonization of strategic documents. In this regard, 5 trainings dedicated to strategic planning and management were delivered, with a total of 126 participants, including topics on the implementation of public policies to fulfil obligations under the SAA, the performance management system in ministries, supervision of agencies, implementation of the National Development Plan 2030 and drafting of strategic documents. Additionally, the needs for amending the relevant regulation have been identified, although steps have not yet been taken to initiate and proceed with the amendments.

In the framework of strengthening strategic planning, the Office for Strategic Planning has completed the first phase of the interim review of the NDS, the relevant report has been finalized and the process of addressing the assessment findings has started. The review is expected to be concluded with the reflection of changes in the NDS document by the third quarter. Meanwhile, the offices responsible for European Integration have carried out the regular annual review of the EICP, which, in cooperation with the OSP, the MGC and the LO, has been harmonized with the draft NDS 2026–2028.

The connection of Reform Agenda with the main planning documents has also been advanced. The Reform Agenda contains a total of 111 reform steps, of which 95 steps are under the responsibility of Government institutions. Of these, 52 or 54.74% are included in the NDP 2025–2027, while 43 or 45.26% are not part of it. During the review of the EICP, NDP and institutional plans, NPISAA and the European Integration Offices within the OPM have ensured that the reform measures of the Reform Agenda, within the framework of the EU Reform and Growth Facility for the Western Balkans, are reflected in these documents.

In the context of improving institutional performance, transparency and accountability, in cooperation with the OSP, coordination meetings were held with line ministries and the OPM, as a result of which the institutional plans of the ministries and the OPM were drafted and approved by the secretaries-general. Instructions were also provided for monitoring and reporting on the implementation of these plans on a quarterly basis by the secretaries-general. In this regard, a government-wide platform is also being developed, including a planning and monitoring module. The winning company for the development of the platform was announced in May, while its operationalisation is expected to be completed by June 2027.

Regarding the National Development Plan 2026–2028, the draft has been prepared in cooperation with line ministries, including the harmonization of sectoral priorities, strategic objectives, measures and activities for the relevant period. However, the document is yet to be approved by the Government as the Government Programme, which serves as the basis for determining and harmonizing government priorities, has not been approved yet. Following the approval, the MGS will continue to monitor the implementation of the NDP through periodic data collection and the preparation of quarterly and annual reports. The reports will cover the assessment of progress, the results achieved and recommendations for improving implementation, while, at the request of the Government Cabinet, the monitoring reports will be used for internal institutional and decision-making purposes.

In the field of monitoring strategic documents, the Office for Strategic Planning has coordinated the process of drafting reports on sectoral strategies and the relevant reports have been published on the websites of the responsible institutions. Meanwhile, progress has been made in strengthening transparency, public consultation and cooperation with civil society through the start of the implementation of the European Union-funded project "Support for the Implementation of the Government of Kosovo's Strategy for Civil Society 2026–2031". The project aims to strengthen institutional capacities for public consultation and cooperation with civil society, foster civic participation, improve transparency and accountability, and align practices with European standards.

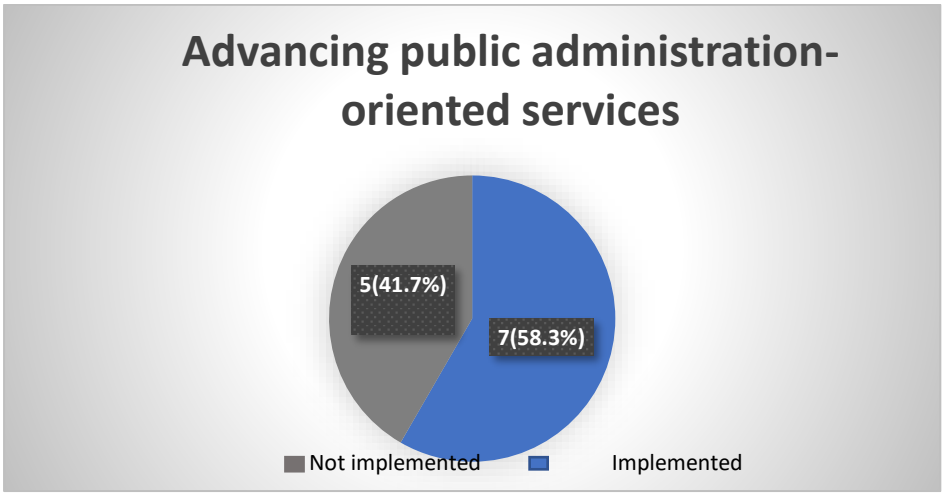
In this context, the drafting and finalization of the new Manual for Public Consultations has started, as well as the process of designing and specifying the new electronic platform for public consultations, which aims to replace the existing platform and provide more advanced features. Further, a training programme is being developed for public consultation coordinators at central and local level. The trainings are expected to take place after the finalization of the manual and the new platform. KIPA is expected to have a supporting role in this process, while the OGG/OPM, in cooperation with civil society organizations and partners, has organized trainings and activities for capacity building in the field of public consultation, the use of electronic platforms, public financing of NGOs and the prevention and combating of hate speech. In addition, the Government Strategy for Cooperation with Civil Society 2026–2031 has been drafted, in accordance with the relevant legal and procedural framework.

In the context of developing evidence-based policies and building capacities, KIPA has identified trainers during the first half of 2026 and started preparations for organizing trainings on regulatory assessment and drafting of Concept Documents, which are expected to begin in the second half of 2026. The trainings on drafting Concept Documents are included in KIPA's annual plan and will be implemented in cooperation with the MGS. They will be organized in 6 groups, with 20–25 participants per group, and will focus on the methodology for drafting Concept Documents, identifying problems, defining objectives, analysing options, impact assessment and data collection.

In the field of consolidation of legal acts**,** 3 trainings were conducted with a total of 65 participants, including the training on "Ex Post Evaluation"**,** with 13 participants; "Drafting of Legislation & LDS"**,** with 20 participants; and "Drafting of Laws and Sub-Legal Acts"**,** with 32 participants.

As part of the activities for the consolidation of laws, during 2025, with the support of the OSCE Mission**,** trainings were organized for legal officers of ministries, contributing to strengthening professional capacities for the improvement and harmonization of legislation.

Strategic Objective II Advancing public administration-oriented services – includes a total of 12 activities, of which 7 actions (or 58.3%) have been fully implemented and 5 actions (or 41.7%) have not been implemented.



During the reporting period, the implementation of activities within the framework of the objectives for the improvement, digitalization and increase of the efficiency of public services has continued, with some ongoing activities and others that have been implemented as planned. In the framework of the harmonization of the sub-legal acts with the Law on General Administrative Procedure (LGAP), the activity is still ongoing, with no new changes during the reporting period. In March, the training "Transformation of Public Services: From Traditional Counters to One Stop Shop and Digital Services" was conducted, with the participation of 20 representatives from municipalities. According to the plan, the training will be held with two other groups during the second half of the year. The activities are being implemented through the World Bank "Strengthening Digital Governance for Service Delivery Project (SDGSDP)", which aims to strengthen digital governance and improve public service delivery. ISA has continued to publish and maintain the list of services of central and local level institutions on the eKosova platform. The list contains detailed information about the services, including the provider institution, service description, legal basis, required documentation, costs, deadlines, and how to file complaints.

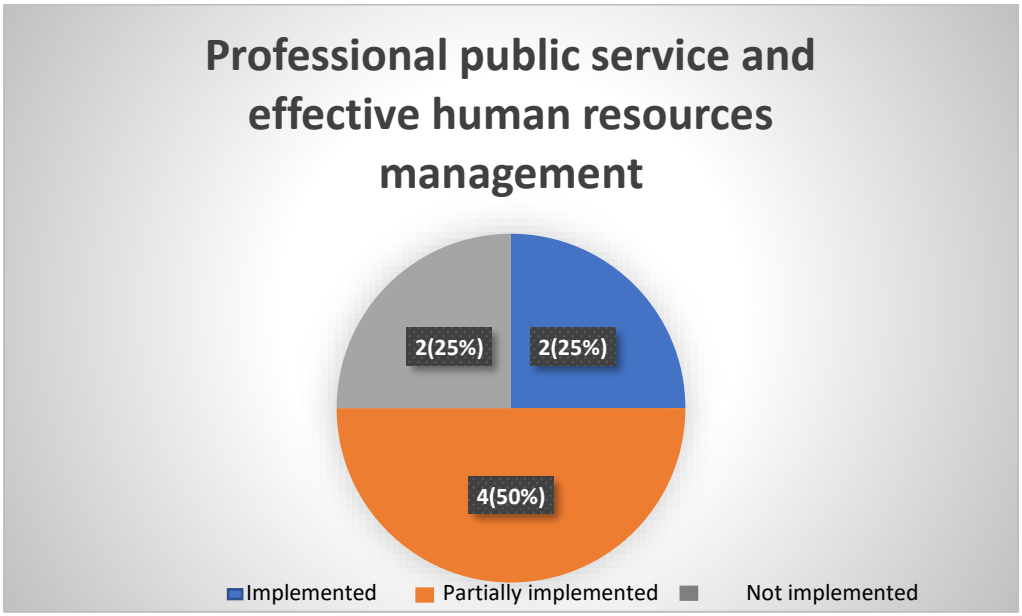
During the first half of 2026, the following 10 new services were developed and published on the eKosova platform:

1. Proof of vehicle ownership;
2. KRU Bifurkacioni – View and pay water bills;
3. Application for water consent;
4. Application for extension of water permit;
5. Application for transfer of water permit;
6. Application for amendment of water permit;
7. Public participation in water act procedures;
8. Application for water permit;
9. Application for aquatic conditions;
10. Register as a beneficiary in the Kosovo Financial Management Information System (KFMIS).

In addition, a periodic service was republished during the reporting period, namely the Balanced Regional Development Programme (BRD) 2026 – Lot 1, which is activated only during the open application period.

In addition, communication and support channels on eKosova continued to be functional, including communication via e-mail, SMS notifications, FAQ section, video guides and the "Help" feature. Citizens continue to have access through eKosova mobile applications for Android and iOS, allowing easier and faster use of digital services. The promotion of public administration performance was achieved through continuous information to citizens on new eKosova services and functionalities, mainly through social media and other communication channels. These activities contribute to increasing transparency, the use of electronic services and the orientation of public administration towards the needs of citizens. In general, the reporting period marks the continuation of reforms in the digitalization of public services, with particular emphasis on expanding the catalogue of services in eKosova, with 10 new services added in the first half of 2026, maintaining communication channels with citizens, improving access to services and promoting the provision of citizen-oriented public services.

Strategic Objective III Professional public service and effective human resources management – includes a total of 8 activities, of which 2 actions (or 25%) have been fully implemented, 4 actions (or 50%) have been partially implemented and 2 actions (or 25%) have not been implemented.



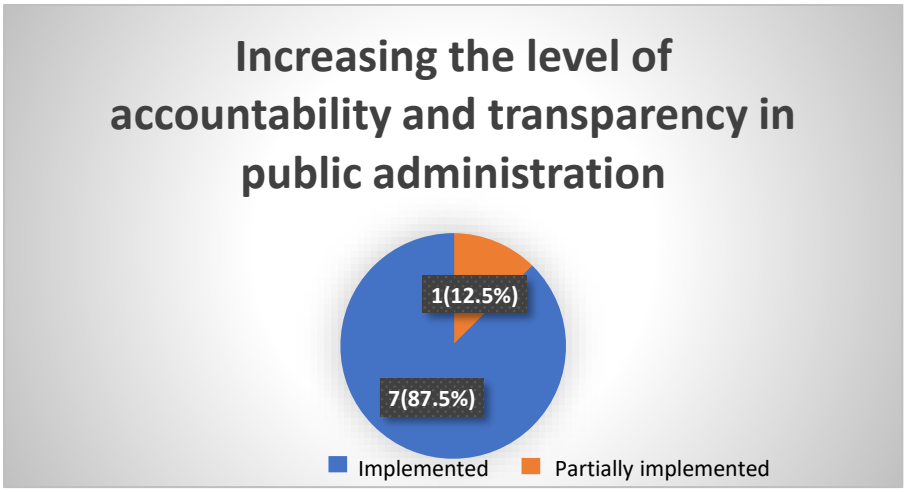
During the reporting period, a number of activities have been undertaken in the framework of human resources management and capacity development of civil servants. The Human Resources Management Information System (HRMIS) administration team has continued to provide support and technical advice to personnel managers in the relevant institutions, through telephone communication, e-mail and in person. Additionally, institutions have been regularly informed about changes, improvements and new features of the HRMIS system through the Human Resources Managers Forum.

The initial draft of the annual report on Human Resources Management has been prepared. The data received from the Treasury is currently being completed and processed, while the report

is expected to be finalized within a few weeks. Regarding the restructuring and systematization of jobs, the process has marked progress in ministries, including the Office of the Prime Minister, by about 55%, while in agencies it has been implemented by about 22%, with a total of 31 institutions included in the process.

The Training Needs Assessment (TNA) process was completed in 2025, while its revision is planned for the second half of 2026. In addition, the Standard Operating Procedure and the Instruction on training quality assessment, Level 1 and 2, have been drafted. In the field of professional development, 2 trainings were conducted for managerial civil servants during the reporting period, with a total of 68 participants. The training "Human Resources Management in the Public Sector" was attended by 16 participants, while the training "Problem Solving and Managerial Decision Making" was attended by 52 participants. In general, the reporting period was characterized by continuous technical support for institutions through the HRMS, the advanced reporting processes and job systematization, improved training evaluation mechanisms and strengthened managerial capacities through professional development.

Strategic Objective IV Increasing the level of accountability and transparency in public administration – includes a total of 8 activities, of which 1 action (or 12.5%) has been fully implemented and 7 actions (or 87.5%) have been partially implemented.



During the reporting period, progress was made in increasing the level of accountability and transparency in public administration, with a focus on the rationalization of agencies, the implementation of the Performance Management System, strengthening the capacities of inspectors, proactive transparency and monitoring of the recommendations of the Ombudsperson. As part of the agency rationalization process, six new ministries were selected and agreed upon for review, namely the Ministry of Finance, the Ministry of Environment and Spatial Planning, the Ministry of Infrastructure and Transport, the Ministry of Justice, the Ministry of Education, Science, Technology and Innovation, and the Ministry of Labour, Family and Values of the Liberation War. Structural and functional analyses have been completed for the selected sectors, which have taken into account financial aspects, obligations arising from the SAA and national strategic documents, the EU *acquis* and the practices of EU member states. To coordinate the process, the MDPA has established the Working Group with Decision no. 1416/2026, dated 11 June 2026, which has held two meetings with both the WG and representatives of the ministries, and has coordinated the activities and further steps of the process. On 8-9 September 2026, a workshop is planned to be held for reviewing and exploring the options for the rationalization of each agency/authority within these sectors, and according

to plans, within the deadlines and legal procedures, the new programme for the 6 sectors will be approved by the government in October 2026.

In terms of completing the legal framework, the Government has approved the Draft Law on Amending and Supplementing the Laws Relating to the Rationalization and Establishment of Agency Accountability Lines, with Decision No. 05/11, dated April 20, 2026, which has been processed for review and approval in the Assembly. Further, in terms of monitoring the planning of the legal framework that is in implementation of the Programme approved in 2024 for the ME and MCYS sectors, according to the plans of the Ministry of Economy, the Concept Document for the ICMM is expected to be finalized in December 2026; The Draft Law on Electronic Communications, which has been released for preliminary and public consultations, is expected to be finalized in December 2026; The finalization of the draft law on ERO, in September 2026. Further, the ME has processed in the Assembly the draft law on Electricity related to KOSTT (considered completed as far as the government is concerned). The first three steps with obligations from above have been set in the latest deadlines according to the plans, and for each there are sub-steps such as establishing the WG, holding meetings, finalizing the document, consultations, etc.

According to the plans of the Ministry of Culture, the draft law on the Inspectorate was approved in 2024, and the MCYS has submitted it to the Assembly. The finalization of the draft law on museums is expected to be completed/approved in December 2026.

Regarding the Performance Management System for 2026, the number of agencies undergoing this process is 53. Of these, 38 or 71% have approved their Annual Performance Plans, of which 30 within the legal deadline and 8 after the legal deadline.

Plans approved within the legal deadline – 30 agencies:

1. Kosovo Environmental Protection Agency;
2. Kosovo Police Inspectorate;
3. Civil Registration Agency;
4. Emergency Management Agency;
5. Kosovo Academy for Public Safety;
6. Kosovo Forensic Agency;
7. Information Society Agency;
8. Kosovo Institute for Public Administration;
9. Agricultural Development Agency;
10. Kosovo Forestry Agency;
11. Food and Veterinary Agency;
12. Kosovo Agency for Medical Products and Devices;
13. Office of the Inspector General;
14. Agency for Gender Equality;
15. State Attorney's Office;
16. Agency for the Administration of Seized and Confiscated Assets;
17. Institute of Forensic Medicine;
18. Kosovo Correctional Service;
19. Inspectorate of the Ministry of Justice;
20. Agency for the Management of Monuments and Memorial Complexes;
21. Anti-Doping Agency;
22. State Archives Agency;

23. Youth Development Agency;
24. Kosovo Geological Survey;
25. Kosovo Metrology Agency;
26. Industrial Property Agency;
27. Kosovo Accreditation Directorate;
28. Kosovo Probation Service;
29. Central Inspectorate for Market Surveillance;
30. Free Legal Aid Agency.

Plans approved after the legal deadline – 8 agencies:

1. Employment Agency;
2. Kosovo Tax Administration;
3. Kosovo Customs;
4. Kosovo Treasury;
5. Financial Intelligence Unit;
6. Central Procurement Agency;
7. Central Labour Inspectorate;
8. Kosovo Agency of Statistics.

Draft Plans received – 8 agencies:

1. Kosovo Cadastral Agency;
2. Kosovo Accreditation Agency – MEST;
3. Kosovo Standardization Agency;
4. Business Registration Agency;
5. Institute of War Crimes;
6. Sports Agency;
7. Kosovo Council for Cultural Heritage;
8. Kosovo Investment and Enterprise Support Agency.

Agencies that have not provided information for the drafting of Performance Plans – 7 agencies:

1. Air Navigation Services Agency;
2. Kosovo Police;
3. Cyber Security Agency;
4. Agency for Vocational Education and Training;
5. National Qualifications Authority;
6. Health Financing Agency;
7. Health Inspectorate.

Regarding the status of the Annual Reports on the implementation of the Performance Plans for 2025, out of 53 identified agencies, 30 or 56% have approved their Performance Plan. As of August 21, 2026, a total of 23 reports have been received, of which 15 are in compliance with legal and procedural requirements.

Reports received in accordance with legal requirements – 15 agencies:

1. Central Market Inspectorate;
2. Kosovo Metrology Agency;
3. Kosovo Standardization Agency;
4. Kosovo Environmental Protection Agency;
5. Agency for the Administration of Seized and Confiscated Assets;
6. Kosovo Correctional Service;
7. Inspectorate of the Ministry of Justice;
8. Kosovo Agency for Medical Products and Devices;
9. Free Legal Aid Agency;
10. State Attorney's Office;
11. Labour Inspectorate;
12. Institute of Forensic Medicine;
13. State Agency of Kosovo Archives;
14. Agency for the Management of Memorial Complex and Monuments;
15. Employment Agnecy of the Republic of Kosovo.

Agencies that have approved their Performance Plan for 2025, but did not provide an Annual Report – 15 agencies:

1. Kosovo Customs;
2. Kosovo Police;
3. Kosovo Police Inspectorate;
4. Air Navigation Services Agency
5. Emergency Management Agency;
6. Kosovo Forensic Agency;
7. Kosovo Tax Administration;
8. Treasury;
9. Kosovo Probation Service;
10. Kosovo Forestry Agency;
11. Agricultural Development Agency;
12. Civil Registration Agency;
13. Information Society Agency;
14. Central Procurement Agency;
15. Industrial Property Agnecy.

Agencies that did not have an approved Performance Plan for 2025, but submitted an Annual Report – 7 agencies:

1. General Directorate of Accreditation;
2. Business Registration Agency;
3. Agency for Investment and Business Support;
4. Agency for Gender Equality;
5. Kosovo Agency of Statistics;
6. Office of the Inspector General;
7. Food and Veterinary Agency.

In the field of inspection, the Regulation on the training, testing and certification of inspectors has been approved and the relevant training modules have been created. The selection phase of

candidates for trainers has been completed, while the training of trainers will begin in August 2026. After the certification of the trainers, the training of inspectors is expected to begin, which is planned for the last quarter of 2026. For the establishment of the online testing system, communications with partner organizations continue for the purpose of securing funding. In the framework of transparency and access to public documents, the Information and Privacy Agency, with the support of EULEX, has carried out five professional activities, including round tables and thematic workshops, with a total of 220 participants from central institutions, municipalities, NGOs and the media. The AIP has also completed consultations with partner institutions on the implementation of proactive publication of public documents. In this process, five pilot institutions have been selected, with the aim of creating a unified and standardized model of transparency that can also be applied to other public institutions.

Regarding the monitoring of the Ombudsperson's recommendations, the Office for Good Governance/OPM has continued to maintain inter-institutional coordination and updating the monitoring matrix. The implementation status of recommendations is discussed at regular meetings of the secretaries-general of ministries, while institutions are reminded of their obligation to the Ombudsperson to return them within the legal deadline of 30 days. During the period January-June 2026, 5 reports with a total of 33 recommendations were addressed by the Ombudsperson Institution. However, it remains a challenge that some institutions do not include the Office for Good Governance in the email copy during communication with the Ombudsperson, making it difficult to update the matrix and monitor compliance with deadlines and implementation of recommendations.

Overall, progress was made during the reporting period in strengthening accountability and transparency mechanisms, particularly through advancing the process of agency rationalization, approving and monitoring Performance Plans, strengthening proactive transparency and developing inspectors' capacities. However, the data indicate that challenges remain in ensuring complete and timely implementation of legal requirements, particularly with regard to approving plans, submitting annual performance reports and implementing the Ombudsperson's recommendations.

4. Problems and risks

Despite the progress in the implementation of activities (fully and partially) during Q1-Q2 and those that have started despite their rolling deadline as mentioned at the beginning, the main challenges for delays in their implementation are related to:

1. The harmonization of specific laws containing administrative procedures with the LGAP has also stalled due to the lack of a mechanism to facilitate the thematic dialogue between the Government - Ministry - Assembly on this issue. This activity is foreseen in the 2025-2027 AP to be carried out in cooperation with the Assembly Committee on Public Administration, but in its absence, the activity has not been implemented. Furthermore, the third phase of harmonization (84 laws identified) has not been completed;
2. The internal organization of the MDPA is not complete, which is planned to address the creation of a unit responsible for providing services. The lack of definition of

tasks and responsibilities for this unit has affected the implementation of activities for this reporting period, but this also happened in the previous year;

3. The level of implementation of recommendations given by the Ombudsperson is low, although there is progress compared to the previous year. 5 reports with a total of 33 recommendations were addressed to the OIK. However, it remains a challenge that some institutions do not include the Office for Good Governance in the email copy when communicating with the Ombudsperson, making it difficult to update the matrix and monitor compliance with deadlines and implementation of recommendations;
4. The functioning of the Government with a limited mandate and the failure to constitute the Assembly after the June 2026 elections has resulted in non-implementation of activities related to approval in the Government and the Assembly;
5. Slow implementation of the agency rationalization process. The draft law on the rationalization of executive agencies in the culture and economy sector, drafted in 2024, was approved by the Government but due to the situation with the parliamentary elections, it did not go to the Assembly. There are also delays in the implementation of the preliminary programme for the rationalization of agencies approved by the Government because the Ministries have not been able to proceed with the drafting and approval of the sectoral laws identified in the process of rationalization of regulatory agencies;
6. Slow implementation of the agency performance management system. Despite the request from the ministry responsible for public administration, some agencies have not reported whether they have drafted performance plans for 2026 and some of them have compiled their first drafts, but they have not been approved. This process has been affected by the failure to establish responsible units within the ministries with which agencies agree on performance plans before their final approval by the agency director.

Failure to implement activities under the 2025-2027 AP at the appropriate level leads to delays in the implementation of public administration reforms under the 2022-2027 PARS and consequently receiving negative assessments from various organizations, including the assessment from the European Commission's Country Report. Such delays also lead to the Government’s failure to fulfil its obligations under the Growth Plan agreed between the European Commission and the Government and to reap the financial benefits foreseen in this regard.

5. Next steps

According to the challenges addressed above, this report proposes taking the following steps to increase the level of implementation of activities during Q3-Q4 2026. This section is presented in table form to make the connection between the problem and the proposed solution.

Challenge	Recommendation
Slow implementation of the agency rationalization process	MDPA should organize meetings at the political level with institutions in order to prevent the creation of new agencies/bodies in the state administration system, and to implement the Manual for the creation, merger and dissolution of agencies;
	MDPA/DPAR should continue consultations with the ME and MCYS regarding the planning and preparation of the legal package that enables the implementation of the Agency Rationalization Programme approved in September 2024;
Slow implementation of the performance management system for agencies within the state administration	DPAR should communicate with the agencies that have not drafted performance plans, and the group of agencies that have only sent the first drafts, and design, in coordination with them, the necessary support from DPAR in order to have better results in the implementation of the performance management system for agencies, according to LOFSAIA;
	DPAR, as necessary, should seek expert support from development partners in the field of public administration reforms;
Low level of implementation of recommendations of the Ombudsperson, and lack of inter-institutional communication	The Ombudsperson Institution and the Office for Good Governance should organize an awareness campaign for the implementation of the Ombudsperson's recommendations. Intensify communication and pressure on the institutions to which the recommendations have been addressed, so that they are implemented without delay;
Lack of progress in harmonizing laws containing specific administrative procedures with the LGAP	The Legal Department (LD) of MDPA should begin identifying the third set (phase III) of laws for harmonization with the LGAP. As needed, the LD should consult with development partners for expert support in this process;
Failure to define the responsible structure for service delivery in the MDPA	The Ministry of Education, Culture and Sports should complete its internal organization with regulations, provide for the creation of a unit responsible for the provision of services and define its tasks;
Planning the monitoring of institutions for the implementation of rules according to the Law on Civil Service	After the complete appointment of the Assembly and the formation of the Government, the procedure for completing the IOCCS for approval by the Assembly should be initiated in to complete its operationalisation;

ANNEX 5 – FOLLOW-UP ACTIVITIES FROM THE 2025-2027 ACTION PLAN FOR THE YEAR 2026

No.	Activity	Responsible and supporting institution	Timeline	Status	Notes
	GENERAL OBJECTIVE 1: RESULTS-ORIENTED POLICY PLANNING AND COORDINATION				
Measures	**Specific objective 1.1 Effective and integrated policy planning system**				
1.1.2	Review of the Government's Rules of Procedure based on the evaluation findings	OPM	Q2 2026	Partially implemented	The need to amend this regulation has been identified. However, no further steps have been taken to initiate and process the relevant amendments.
1.1.7	Conducting trainings for civil servants at the central level – on strategic planning and management	KIPA	Ongoing	Implemented	The following trainings dedicated to strategic planning and management have been carried out: "Implementation of public policies to fulfil obligations under the SAA" attended by 40 participants; "Performance Management System in Ministries" attended by 40 participants; "Performance Management System and Supervision of Agencies" 22 participants; "Implementation of the National Development Plan 2030" 15 participants; "Drafting strategic documents" 9 participants. Total: 5 trainings, 126 participants.
1.1.9	Mid-term review of the National Development Strategy, implementation assessment and review of impact indicators	SPO/OPM Line Ministries	Q2 2026	Implemented	The SPO has completed the first phase of the interim review, the report has been finalized and we are in the process of addressing the findings of the assessment. The interim review is finalized with the reflection of the changes in the NDS document, which is expected to be done by the third quarter.
1.1.10	Reflection of the short-term measures of the National Programme for European	OPM Other relevant ministries and institutions	Ongoing	Implemented	The Offices responsible for European Integration have conducted the regular annual review of the NPEI. During this process, in cooperation with the

	Integration (NPIE) as activities of the NDP for 2025 during the annual review of both documents				SPO, the MGS and the LO, this programme has been harmonized with the draft NDP 2026–2028.
1.1.11	Reflection of the reform measures/steps of the Reform Agenda under the EU Reform and Growth Facility for the Western Balkans (RG) in the relevant parts of the NDP (for the years 2025-2027) during the annual review of the NDP	OPM Other relevant ministries and institutions	Ongoing	Implemented	The Reform Agenda contains a total of 111 reform steps, of which 95 are under the responsibility of Government institutions. Of these 95 reform steps, 52 (54.74%) are part of the NDP 2025-2027, while 43 (45.26%) of them are not part of it.
	Specific objective 2: Increasing institutional performance, transparency and accountability				
1.2.2	Application of institutional plans at all ministerial levels	OPM Line ministries	Q1 2026	Implemented	In cooperation with the SPO, coordination meetings were held with line ministries and the OPM. As a result, institutional plans were drafted in the ministries, including the OPM.
1.2.3	Development of instructions and forms for monitoring and reporting of Institutional Plans	OPM, Line Ministries	Q1 2026	Implemented	Instructions have been given for monitoring and reporting on the implementation of the Institutional Plans. Monitoring and reporting will be carried out every three months by the general secretaries of the line ministries.
1.2.4	Development of an electronic system for planning, monitoring and reporting on the work of the Government	OPM Line Ministries	Q2 2026	Partially implemented	This activity is related to the implementation of the government-wide platform. In May of this year, the winning company for the development of this platform, which also includes the Planning and Monitoring module, was announced. The entire process of operationalizing the platform is expected to be finalized by June 2027.
1.2.5	Structural organization in the OPM and the Ministry for the electronic system for planning, monitoring and reporting	OPM	Q1 2026	Partially implemented	This activity is related to the activity above.

1.2.7	Preparation and publication of periodic and annual reports on the work of the Government (NDP)	SPO-OPM	Q1 Q4 2025 Ongoing	Partially implemented	The draft National Development Plan for the period 2026–2028 was drafted at the end of last year, in cooperation with line ministries. During the drafting process, sectoral priorities, strategic objectives, measures and activities planned for the relevant period were collected and harmonized. However, the document is yet to be approved by the Government, because the Government Programme, which serves as the basis for defining and harmonizing government priorities, has not been approved yet.
1.2.8	Development of reports on sectoral strategies and their publication	OPM Line ministries	Ongoing	Implemented	The SPO has coordinated the process of drafting reports on sectoral strategies, and the same have been published on the websites of the responsible institutions.
1.2.11	Capacity building/training of civil servants/focal points for the implementation of the manual at central level	OPM/OGG	Q2 2026	Partially implemented	One of the main developments during the reporting period was the start of the implementation of the European Union-funded project "Support for the Implementation of the Government of Kosovo's Strategy for Civil Society 2026–2031", by the Office for Good Governance in the Office of the Prime Minister.
1.2.13	Training on the use of the platform by institutions	KIPA OPM/OGG	Q2 2026	Partially implemented	The activity is planned for the second half of 2026. It concerns the public consultation platform, which is expected to be advanced and accompanied by the drafting of a public consultation manual. IKAP is awaiting the OPM/OGG to send the manual and draft training material, after which training will be organized on the use of the platform by institutions. In this case, IKAP should be a supporting institution.
I.3.	**Specific Objective 3: Evidence-based policy development and capacity building**				

1.3.5	Conducting training for civil servants on regulatory assessment/concept document	MGS/OPM KIPA	Ongoing	Partially implemented	During the first half of 2026, KIPA identified trainers for this activity and began organizational preparations. Training on regulatory assessment and concept documents will begin in the second half of 2026.
1.3.14	Training of relevant officials for the consolidation of legal acts	OPOG/OPM KIPA	Q1 2026 Ongoing	Implemented	The following trainings have been conducted that contribute to the consolidation of legal acts: "EX post evaluation" 13 participants; "Drafting of Legislation & LDS" 20 participants; "Drafting of laws and by-laws" 32 participants. Total: 3 trainings, 65 participants.
	GENERAL OBJECTIVE 2: ADVANCING PUBLIC ADMINISTRATION-ORIENTED SERVICES				
	Specific Objective 1: Harmonization and reorganization of service delivery				
2.1.3	Identification of sub-legal acts for harmonization with the LGAP.	LD/DPAR/MDPA/Line ministries	Ongoing	Not implemented	"Identification of sub-legal acts for harmonization with the LPPA" remains in the "ongoing" status, so there are no changes.
2.1.6	Training of front office staff on customer relations at central and local levels	MDPA/KIPA	Ongoing	Implemented	In March, the training on "Transformation of Public Services: From Traditional Counters to One Stop Shop and Digital Services" was held with the first group of participants from municipalities. 20 participants attended the training. According to the training plan, the training will be held with two other groups in the second half of the year.
2.1.7	Communication and awareness activities to support the implementation of the LGAP (related to the establishment of the service delivery unit - its responsibility	MDPA	Ongoing	Not Implemented	Not reported
2.1.8	Establishing a mechanism to facilitate thematic dialogue between the Government, the Ministry and the Parliament regarding the necessity of the process of harmonizing specific laws with the LGAP (related to the establishment	MDPA/OPM/ Parliamentary Committee for PA	Q1 2025 and ongoing	Not implemented	Not reported

	of the service delivery unit - its responsibility)				
	Specific Objective 2: Strengthening central institutional leadership and coordination				
2.2.3	Establishing thematic groups with participants from public officials, CSOs, and businesses to discuss problems and challenges in improving services (decision to establish the unit)	DPAR/MDPA	Ongoing	Not Implemented	Not reported
2.2.4	Annual conference on the topic of service provision (decision to establish the unit)	DPAR/MDPA	Ongoing	Not Implemented	Not reported
	Specific Objective 3: Increasing the quality of service provision				
2.3.1	The service inventory has been updated and improved with new services and additional elements.	ISA	Q4 2027 ongoing	Implemented	This activity is in the process of being implemented within the framework of the World Bank project "Strengthening Digital Governance for Service Delivery Project (SDGSDP)".
	Specific Objective 4: Increasing access and efficiency of service delivery				
2.4.6	Publication of the list of services, description, method of provision, provider data, documents and costs, deadlines and method of complaint on the websites of public institutions that provide services.	ISA/MLGA	Ongoing	Implemented	ISA, in accordance with its responsibilities and role, has published on eKosova the list of services provided by central and local level institutions. The list is available at: https://ekosova.rks-gov.net/Informations The list contains detailed information about each service, including the providing institution, service description, legal basis, method of provision, provider details, necessary documentation, costs, deadlines, method of filing complaints, etc. As we have previously stated, ISA has no responsibility or access to publish information on the websites of other institutions. However, it should

					be noted that some municipalities have published the list of services they provide.
2.4.7	Installation of new communication channels (e-mail, SMS, video and audio recordings, frequently asked questions) to facilitate access to services	MDPA/ASHI	Ongoing	Implemented	During the reporting period, there were no new developments related to this activity. On the other hand, the communication and support channels implemented within the eKosova platform remain functional, which include communication via e-mail, SMS notifications, a frequently asked questions (FAQ) section, video guides for using the services, as well as the Help feature, which provides information and instructions for using electronic services.
2.4.8	Promoting administration performance in citizen-oriented services	MDPA/ISA	Ongoing	Implemented	The promotion of public administration performance is carried out by ASHI through continuous information of citizens about the services and new features of the eKosova platform. Information is provided mainly through social networks and other communication channels, promoting digitalized services, implemented improvements and new functionalities oriented towards the needs of citizens. These activities contribute to increasing transparency, the use of electronic services and the citizen-oriented approach of public administration.
2.4.9	Expansion of the e-Kosovo portal with new services as the single electronic window for the provision of public administrative services.	MDPA/ISA	Ongoing	Implemented	During the first period of 2026, ten (10) new services were developed and published on the eKosova platform. Additionally, during this period, one (1) periodic service has been republished on the eKosova platform. These services are published only during the period when calls for application are open and are deactivated after the application deadline. The republished service is: 1. Balanced Regional Development Programme (BRD) 2026 - Lot 1.

2.4.10	All electronic services will be available to people with disabilities (Braille, voice translator, etc.)	MDPA/ASHI	Q4 2025 ongoing	Implemented	The eKosova platform enables equal access, navigation and receipt of services electronically for people with disabilities, based on international standards.
	GENERAL OBJECTIVE 3: PUBLIC SERVICE AND HUMAN RESOURCE MANAGEMENT				
	Specific objective 1: The legal and institutional framework for the civil service is improved				
3.1.7	Providing training for HRM units on the use of HRMIS, entering, updating and managing personnel data in order to improve and ensure accurate and qualitative data	MDPA/DMPO/KIPA	Ongoing	Partially implemented	The HRMIS administration team has provided ongoing technical support and advice to personnel managers in the relevant institutions through telephone communication, e-mail, and in person. Also, within the framework of the Human Resources Managers Forum, changes, improvements and upgrades made in the HRMIS system have been regularly presented, with the aim of informing institutions and facilitating the implementation of new features.
	Specific Objective 2: The public service applies the principles of professionalism, meritocracy, efficiency and equal opportunities				
3.2.9	Providing training programmes to build the analytical capacities of HRM units for the purpose of achieving operational and strategic goals through the personnel plan	MDPA/DMPO/KIPA	Ongoing	Not Implemented	Not reported
3.2.10	Developing the capacities of managerial staff for the implementation of recruitment, evaluation of work results and termination of employment relationships in the public service	MDPA/DMPO/KIPA	Ongoing	Not Implemented	Not reported
3.2.15	Drafting and approving the annual report on human resources management	DMPO/MDPA	Q4 2025 and ongoing	Partially implemented	The initial draft of the annual report on Human Resources Management has been prepared. The missing data received from the Treasury are currently being processed. The final draft is expected to be finalized within a few weeks.
	Specific Objective 3: A fair, transparent and equitable wage system is established and implemented in practice.				

3.3.2	Restructuring and systematization of jobs in ministries	MDPA/DMPO/IRK	Q2 2026	Partially implemented	Ministries (including OPM) 55% Agencies –22% **- Total: 31**
	Specific Objective 4: The professional development system for civil servants is improved and functioning.				
3.4.2	Training needs assessment	KIPA/MDPA	Ongoing	Implemented	The TNA process was completed in 2025, and a review of the TNA is planned for this year, in the second half of the year.
3.4.6	Updating the methodology for assessing the impact of training programmes	MDPA/KIPA	Q1 2026	Partially implemented	A Standard Operating Procedure and Guidelines for Training Quality Assessment, Level 1 and 2, have been drafted.
3.4.8	Training of managerial-level civil servants in planning the annual objectives of civil servants and harmonizing them with the objectives of the institution	MDPA/KIPA	Ongoing	Implemented	The following trainings have been conducted for managerial civil servants: "Human Resources Management in the Public Sector" 16 participants; "Problem Solving and Managerial Decision Making" 52 participants Total: 2 trainings, 68 participants.
	GENERAL OBJECTIVE 4: INCREASING THE LEVEL OF ACCOUNTABILITY AND TRANSPARENCY IN PUBLIC ADMINISTRATION				
	Specific Objective 1: Improving the organization of state administration with clear lines of accountability within and between institutions				
4.1.4	Drafting and approving the Agency Rationalization Programme for the remaining new sectors	DPAR/MDPA	Q2 2025 - Q4 2027	Partially implemented	Within the framework of the agency rationalization process, 6 ministries have been selected and agreed upon for review. (MF), (MESP), (MIT), (MJ), (MESTI), and (MLFVLW). For the selection of these ministries, inter-institutional consultations and meetings at the political level with the relevant ministries were held, through which an agreement was reached for their inclusion in the rationalization process.
4.1.6	Drafting and approving the necessary legislation based on the newly approved Agency Rationalization Programme for the remaining new sectors (related to activity 4.1.4)	DPAR/MIA	Q4 2027	Partially implemented	The Government has approved the Draft Law on Amending and Supplementing the Laws Relating to the Rationalization and Establishment of Accountability Lines of Executive Agencies, with Decision No. 05/11, dated 20 April 2026, which has been submitted for review and

					approval to the Assembly of the Republic of Kosovo. The laws for the new sectors will be approved after the approval of the new programme.
	Continuous monitoring of and follow-up on the implementation of legislation for the rationalization of agencies	DPAR/MDPA	Q4 2027	Partially implemented	For the implementation and coordination of the activities foreseen within this process, by Decision of the Secretary of the Ministry of Digitalization and Public Administration No. 1416/2026, dated June 11, 2026, a Working Group was established, with a mandate to coordinate and advance the agency rationalization process, as well as the continuous monitoring of subsequent legislation.
4.1.8	Implementation of the agency performance management system	Ministries Agencies/	Ongoing	Partially implemented	Annual Agency Performance Plans and Annual Reports on the implementation of Performance Plans are obligations arising from Law No. 06/L-113 on the Organization and Functioning of the State Administration and Independent Agencies, Regulation No. 12/2023 on the Implementation of the Performance Management System for Agencies within the State Administration, as well as the Guide for the Performance Management System for Agencies. As of August 21, 2026, we received a total of twenty-three (23) reports. Of these, only fifteen (15) or 50% are in compliance with legal requirements, out of a total of thirty (30) agencies for which we have received the approved Performance Plan for 2025. Fifteen (15) agencies or 50% have not provided a report on the implementation of the performance plan, while seven (7) other reports were submitted by agencies that did not have an approved Performance Plan for 2025.

4.1.16	Mandatory training, testing and certification of inspectors	OPM/Office for Inspections/KIPA	Ongoing	Partially implemented	The selection phase of the candidates for trainers has been completed, their training will begin at the end of July and after their certification, the training of inspectors is expected to begin, while for the online testing system, we are in communication with several partner organizations to finance the establishment of this system.
	Specific Objective 2: Increasing access to public documents by citizens and businesses at central and local level				
4.2.6	Organization of the annual conference initiated by AIP, in cooperation with the Parliament, Government, municipalities, civil society and media regarding the realization of the right to access public documents	AIP, Government, Parliament, Municipalities, NGOs, media	Q4 2025, ongoing	Implemented	With the continuous support of the European Union Rule of Law Mission in Kosovo (EULEX) by the Agency for Information and Privacy (AIP), five professional activities, consisting of round tables and thematic workshops, have been organized and implemented. With the involvement of ***220 participants*** from central institutions of the country, officials for access to public documents from the municipal level, NGOs and the media, where four workshops were organized on *"Balancing the Right to Access to Public Documents and the Protection of Personal Data*".
	Specific Objective 3: Increasing the implementation level of the recommendations of independent institutions by institutions at central and local level				
4.3.1	Development of Information, Consultation and Coordination Plans with the institutions to which the recommendation is addressed	Ombudsperson Office of Good Governance / OPM	Ongoing	Partially implemented	The Office of the Prime Minister/Office for Good Governance is obliged, based on Law No. 05\L-021 on Protection from Discrimination, in particular Article 10, point 1.2, to continuously monitor the implementation of the recommendations of the People's Advocate. The OGG/OPM has remained committed to strengthening and empowering inter-institutional coordination with the institutions to which the recommendation is addressed.
4.3.2	Updating and maintaining the monitoring matrix for	OGG/OPM Ministries	Ongoing	Partially implemented	Updating and maintaining the monitoring matrix for the implementation of the

	the implementation of the Ombudsperson's recommendations				Ombudsperson's recommendations is a process that is carried out continuously and regularly by the OGG. During the period January-June 2026, the Ombudsperson Institution addressed 5 Reports with 33 recommendations.