



EUROPE AND CENTRAL ASIA  
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# Opportunities and Challenges in Building an Effective State Administration – Case of Kosovo

*Breakout Session E - Drivers and Enablers of Policy Effectiveness*

*Presented by*

**Besnik Tahiri**

National Coordinator on State Reform, Government of Republic of Kosovo



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PRESIDENCY OF THE REPUBLIC OF TURKEY  
PRESIDENCY OF STRATEGY AND BUDGET



REPUBLIC OF TURKEY  
MINISTRY OF TREASURY  
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SIGMA  
Creating Change Together





# Kosovo's Country Profile



- Population: 1,920,079
- Area: 10,887 sq km (4,212 sq miles)
- Republic of Kosovo declared independence in February 2008
- Prior to 2008, Kosovo was under the administration of United Nations Interim Administration Mission in Kosovo (UNMIK)
- Ethnic composition:
  - 92% Albanians
  - 4% Serbs
  - 4% Bosniaks, Turks, Roma, Ashkali, Egyptian and others



# Civil Service in Kosovo



- 1980 – Communist system
  - 1990 – No system (Occupation era)
  - 2000 – 2008 – UNMIK administration
  - 2008 – Present - ...
- 
- Currently, the civil service in Kosovo is 80,988
    - Central level: 37,551
    - Local level: 43,437



Three major reform interventions:

## **1. Package of Laws on Public Administration Reform**

- Law on Organization and Functioning of State Administration and Independent Agencies
- Law on Public Officials
- Law on Salaries

## **2. Law on Government**

## **3. Law on Inspections**



- **Law on Organization and Functioning of State Administration and Independent Agencies**
  - Establishes clear rules for the entire ministerial system
  - Sets the criteria for establishment, management and clear accountability lines for agencies
- **Law on Public Officials**
  - Regulates the employment relationship for public officials
  - Civil Service Recruitment – merit recruitment procedure
  - Creating a legal framework for civil service discipline



### • Law on Salaries

- Defines the system of salaries and rewards for Public Officials and Functionaries
- Sets rules for determining salaries for employees of publicly owned enterprises in Kosovo.

Before the Law on Salaries we had 6,000 job titles, currently 1,800 job titles;

Lowest salary with the new Law is 322.65 €  
(coefficient 1.35)

Highest salary with the new Law is 2390 €  
(coefficient 10)



## Law on the Government



- Sets and seals the number and ministries and deputy ministers
- Standardizes the decision making and policy making porcedures
- Prevents potential missuse of official mandate
- Determines cooperation between the Government and other institutions defined by Constitution and applicable legislation

Governing Period	Number of Ministers	Number of Deputy Prime Ministers	Number of Deputy Ministers
2002 - 2004	12	0	0
2004 - 2007	14	1	30
2007 - 2010	15	2	42
2010 - 2014	18	5	52
2014 - 2017	19	3	57
2017 – Current	21	5	75



## Law on Inspections



- Defines the principles and unique rules that should be follow in the inspections procedures,
- Defines the principles of inspections organizations and rationalizes the inspections from 30 to 20.
- Establishes the General Inspector Office in order to coordinate the inspections
- Eliminates the overlapping of the inspections






## LESSONS LEARNED



- Political will – Precondition for reforms
- Reforms may be painful for the Government but good for the society

- Consultation Proces
  - Internal Consultation
  - External Consultation Key to Success


- Do not neglect the Parliament
- Include Civil Society
- Broad consultation process



**BE POSITIVE!**

# THANK YOU!

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 @besnik\_tahiri

Questions?

Besnik.Tahiri@rks-gov.net



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