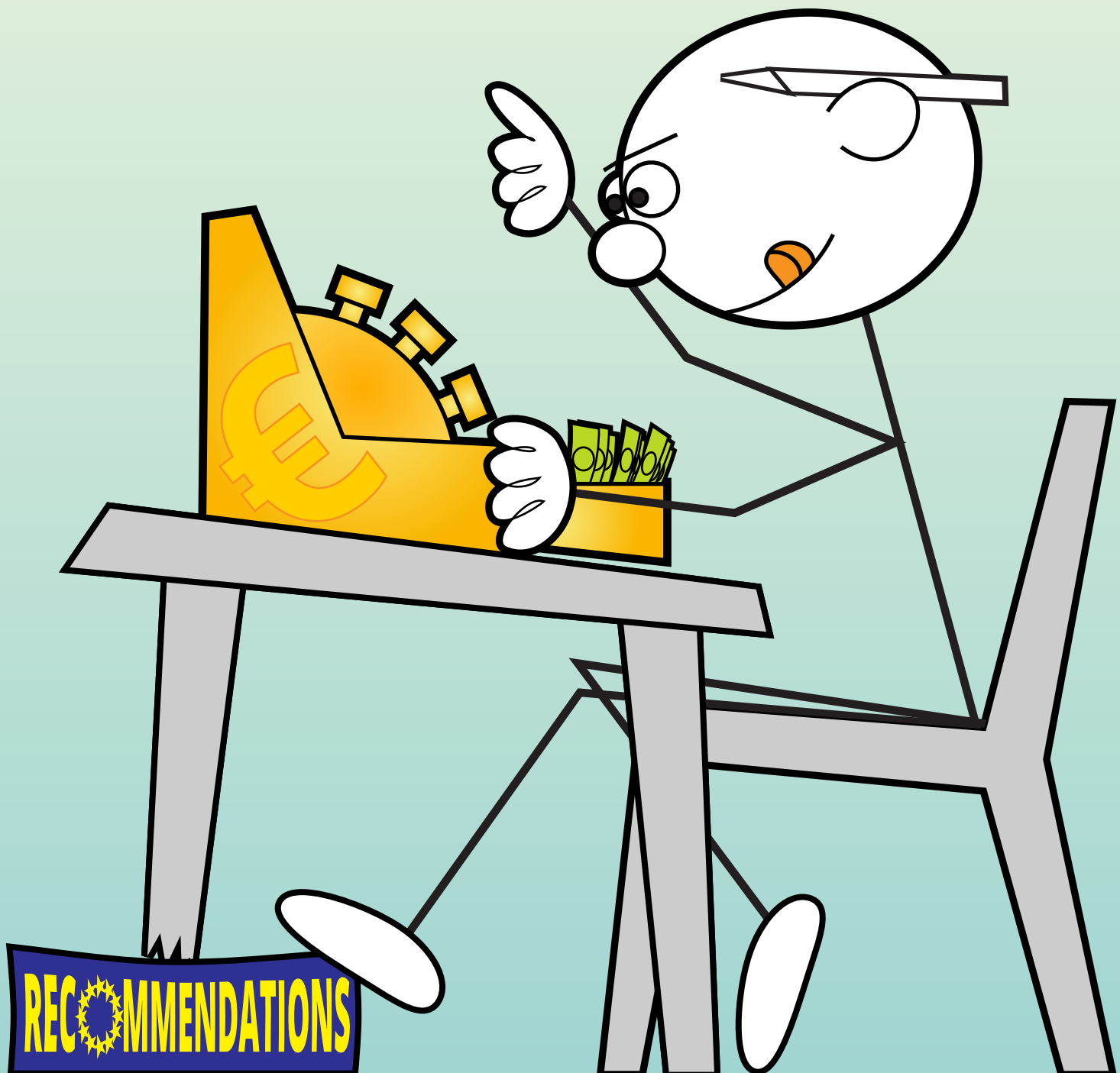


April 2017

gap | analysis

The 2017 budget

and the European Commission recommendations





Introduction

Draft Law on the Budget of the Republic of Kosovo for Year 2017 was published on November 1, 2016.¹ According to Minister Hoti, the draft-budget addresses the strategic goals developed by the Government of Kosovo and "fully accommodates the expenditure of the different budgetary organizations in terms of Euro-integration agenda of Kosovo".² The European Commission report on Kosovo (hereinafter EC Report) for 2016 was published in early November 2016, just days after publishing the budget draft law and while this draft law still was not discussed in principle in the Assembly of Kosovo.³ In this analysis, we look at whether the findings of the EC Report for 2015 and 2016 have been addressed by the Law on the Budget of the Republic of Kosovo for Year 2017.

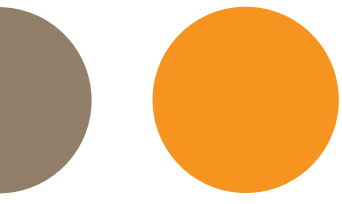
Law on the Budget of the Republic of Kosovo was approved on December 22, 2016 in the Assembly of Kosovo. The assembly has had around 35 working days to discuss the findings of the EC Report for 2016. During this period, GAP Institute has analyzed the budgetary allocations for 2017 and delivered presentations to four parliamentary committees,⁴ on how the Draft-law on 2017 Budget addresses

¹ The Ministry of Finance, Budget of the Republic of Kosovo, Source: <http://bit.ly/2nYkCNP>

² The Assembly of Kosovo, Transcript of the plenary session held on December 22, 23 and 29, 2016, Source: <http://bit.ly/2l3dSrM>, page 20

³ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2fPqxwg>,

⁴ The Parliamentary Committee on Agriculture, Forestry, Environment and Spatial Planning, the Parliamentary Committee on Health, Labor and Social Welfare, the Committee on Economic Development, Infrastructure, Trade and Industry, the Committee on Public Administration, Local Governance and Media



recommendations of the EC Report on Kosovo. In addition, in March 2016, GAP Institute published a report on this subject, analyzing the 2016 Budget and the recommendations of the EC Report on Kosovo. This report was also shared with the government and the assembly representatives.⁵

The findings of this analysis show that although there is progress in addressing budgetary recommendations based on the EC Report, there are still some areas which have not been addressed sufficiently. For example in the area of rule of law, the number of employees in the Kosovo Judicial Council (KJC) has significantly increased. However, not in the Department of Economic Affairs within the Basic Court in Prishtina, which is understaffed. The Special Prosecution (SP) Office, as a key institution in fighting corruption and organized crime, has not been allocated budget to fill the required vacancies.

In regards to the regulators, progress has been made by increasing the human capacities in the Railway Regulatory Authority (RRA), however insufficient budget was allocated to the Energy Regulatory Office (ERO) and the Kosovo Agency for Energy Efficiency.

In terms of public administration reform there is no improvement in the increase of the capacities of the Ministry of Public Administration (MPA) to monitor this reform. The Kosovo Institute for Public Administration (KIPA) has not had an increase in budget, despite the need to increase the amount of training in some sectors.

Within the Ministry of Trade and Industry (MTI) there is an improvement in terms of capital investment for the Metrology Agency, however, the budgetary capacities of other departments were not increased, especially of those dealing with accreditation and standardization.

In the field of media, the Independent Media Commission (IMC) continues to face difficulties to cover financial obligations and has a limited number of staff. The Radio Television of Kosovo (RTK) this year will be financed from the state budget, although the legal deadline for this form of financing has expired.

Furthermore, the analysis provides additional details regarding the recommendations of the EC Report and addressing of these recommendations by the 2017 Budget. Areas in which the budgetary recommendations were analyzed include the public administration, the market development for doing business, the employment and social affairs, the rule of law, agriculture, health, and the fields of media and statistics.

⁵ For more information see the GAP Institute news <http://bit.ly/1V0fhOf>

The Public administration

The main criticism addressed in the EC Report regarding the public administration are in regards to the lack of necessary capacity of the MPA to monitor the recruitment procedures, implementation and monitoring of the strategic Framework for public administration reform and the execution of the KIPA's mission.⁶ The budget of MAP for 2017 is around 18.6 million Euros, or 2.4 million Euros (15%) higher than in 2016. However, this increase is mainly attributed to the category of goods and services and the capital investments, whereas the budget for salaries and per diem has decreased for around 100 thousand Euros (5%).

As a result of limited human and financial resources, the MPA encounters obstacles in the implementation of legislation and principles in public administration. Around 600 thousands Euros from the category of capital investments will be allocated for the implementation of the Strategy for modernization of the public administration, in accordance with the Law on Budget for 2017.

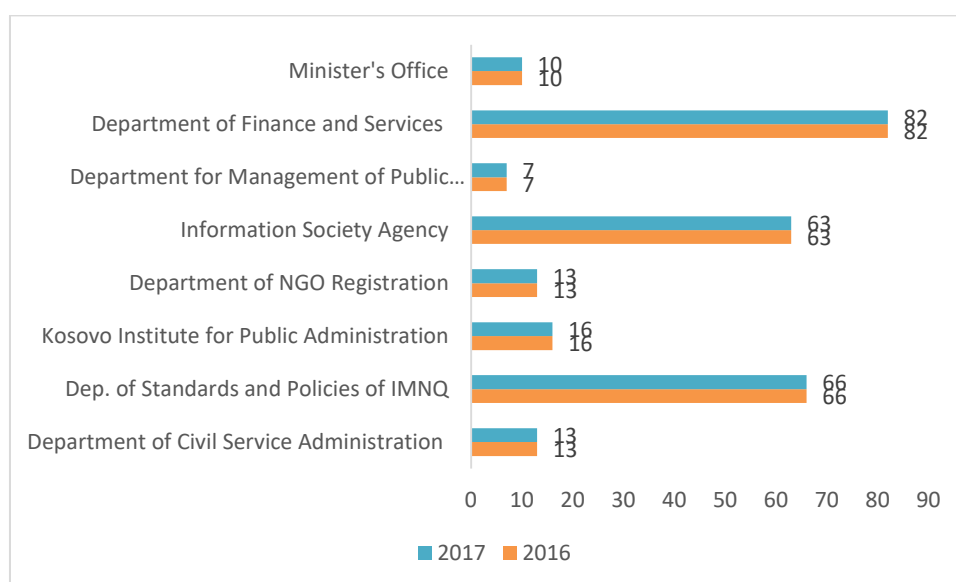


FIGURE 1. PERMITTED NUMBER OF EMPLOYEES IN THE MAP BY DEPARTMENTS

According to the EC Report, besides the lack of staff in key departments, there is a lack of professionalism in public administration, and this is mainly due to the political interference and lack of trainings. The lack of professional trainings is due to lack of financial means for KIPA. In the 2017 budget, no significant budget increase has been planned, and the

⁶ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2fPqxwg>, pages 11, 13, 49

permitted number of employees in KIPA has remained the same. 900 thousand Euros have been allocated for the construction of KIPA building, in comparison to the 2016 revised budget where for the construction of this building were planned to be allocated 58 thousand Euros. This is the fourth year in a row that this project was included in the Law on budget.

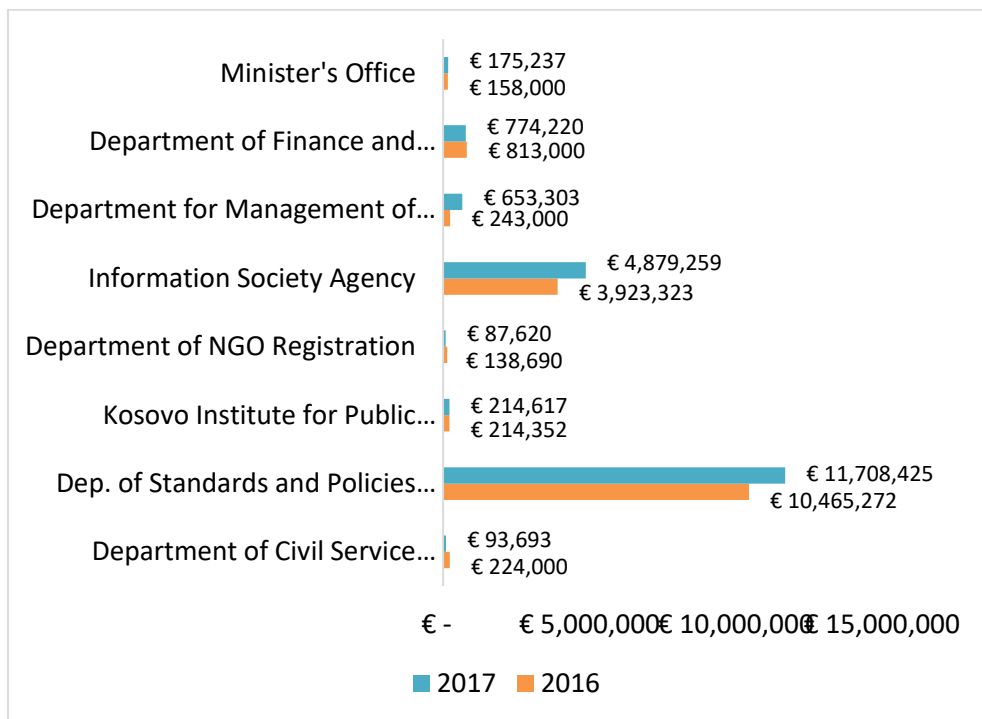


FIGURE 2. MPA BUDGET BY DEPARTMENTS

There is also a number of independent institutions and agencies which report directly to the Assembly of Kosovo. However, the assembly does not have sufficient supervisory capacity.⁷ Despite this, the raise to the budget in order to increase the assembly support staff has not been planned.

Another problem is the increase of administrative cases backlog in the Basic Court of Prishtina (see the rule of law). This problem should be solved by providing funds to increase the number of judges and improve the working conditions.⁸

Market development

The EC Report suggests to increase the capacities of the Kosovo Investment and Enterprise Support Agency (KIESA) and among others to

⁷ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2fPqxwg>, page 12

⁸ Ibid page 10

establish an *aftercare*⁹ program for foreign investors.¹⁰ Only three employees work within the Investment Promotion Sector in KIESA. This number is small considering that in 2015 in Kosovo there were 268 active foreign businesses, and this means that one official had to take care for 90 businesses. One million Euros have been allocated to economic zones, however, the EC Report has criticized the lack of a plan for these zones¹¹. Besides the lack of a plan, in KIESA there is no leader of the Sector for Development of Economic Zones.

According to the EC Report, the Kosovo Standardization Agency (KSA), which operates within MTI, is understaffed. Moreover, the Report suggests expanding the delivery of online services. MTI has requested budget in order for KSA to also offer certification services. However, the budget for salaries and per diem has remained the same as in the last year. In the budget allocated for 2017, KSA expects to execute around 70% of the work plan.¹²

The lack of budgetary capacity has been identified in the General Directorate of Accreditation of Kosovo, as the budget of this directorate has remained virtually the same as in the last year. In the last three years, around 50% of the expenses of this directorate have been covered by the EU funds. In the budget allocated for 2017, this directorate expects to execute around 70-80% of the work plan.¹³

Whereas, regarding the Kosovo Metrology Agency, the EC Report recommends to have investments in qualifications, equipment and increase of the staff number.¹⁴ The budget of this agency has increased for 242 thousand Euros (79%) and this increase will mainly be designated to capital investments. Three new capital projects for this institution are in the areas for which the EC Report has recommended to increase investments. Despite the increase in capital investments, with the

⁹ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2fPqxëg>, page 53

¹⁰ According to UNCTAD, "aftercare program" means a number of activities dealing with facilitation services for investors after he/she has made the investment. This includes supporting activities to maintain an investment, encourage additional investment or increase economic effect on the country's development

¹¹ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2fPqxwg>, page 36

¹² MTI, Written answer, March 11, 2017

¹³ Ibid

¹⁴ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2fPqxëg>, page 42

current number of employees, the agency expects to execute around 70% of the work plan.¹⁵

Similar to these agencies, the Industrial Property Agency has been assessed to lack capacities and resources to meet the requirements and perform its mission.¹⁶ In 2017, the permitted number of staff in this agency has remained the same.

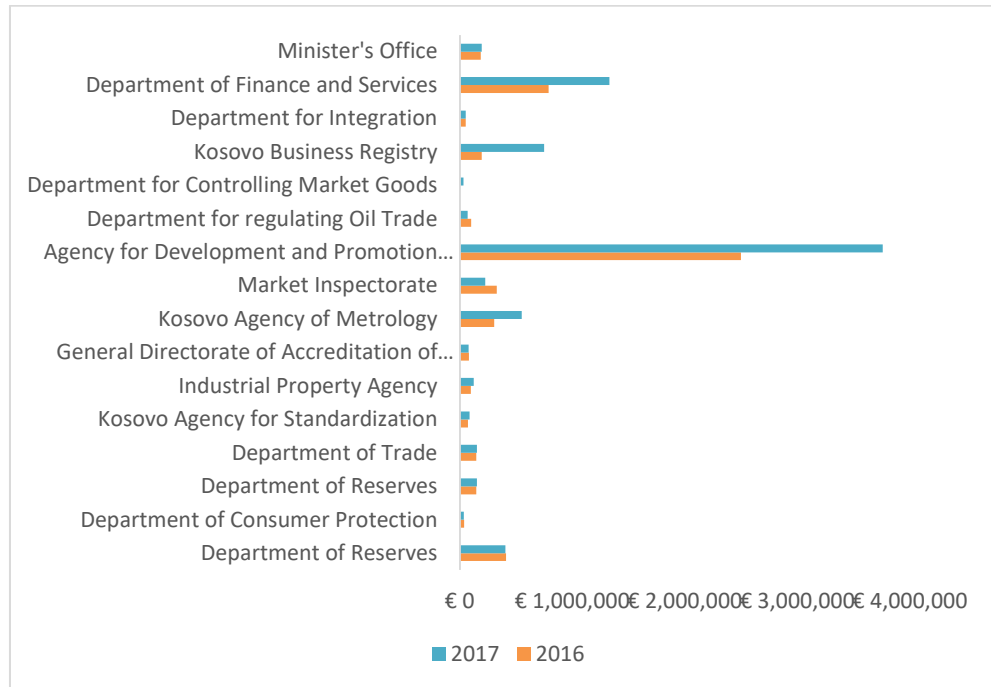


FIGURE 3. THE BUDGET ALLOCATION FOR MTI DEPARTMENTS

Energy

The EC Report has addressed the issue of ERO's politicization, the lack of staff and the budget as major concerns.¹⁷ Although a slight increase in the budget of ERO's has been planned, the budget for per diem has remained the same as in the previous year.

Despite the investment increase in energy efficiency, Kosovo still has not established Energy Efficiency Fund. In addition, according to the EC Report, on Kosovo Energy Efficiency Agency has no sufficient staff to assess, monitor and verify the progress against specific targets for efficiency.¹⁸ The budget allocated for salaries and per diem for this agency this year has decreased.

¹⁵ MTI, Written answer, March 11, 2017

¹⁶ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2fPqxwg>, page 49

¹⁷ Ibid, page 59

¹⁸ Ibid, page 60

Transport

Despite the assessment from the EC Report, the budget for road maintenance is insufficient, this year's allocated budget for this purpose has decreased further, i.e. it is three million Euros lower (30%).¹⁹

According to the EC Report improvement of the railway infrastructure is in a very early stage. In the 2017 budget, the only project of MI in terms of railway infrastructure is the rehabilitation of the railway line 10 (Fushe Kosova - Hani i Elezit), for which 19.2 million Euros were allocated from the investment clause. The lack of capacity was also identified in the RRA.²⁰ According to the 2017 budget, the permitted number of staff has increased for four persons.

Employment and social affairs

The EC Report for 2015 did consider that funding for vocational training remains inadequate, whereas in the 2016 report this conclusion does not figure anymore. In 2017, the budget for vocational training department within the Ministry of Labor and Social Welfare (MLSW) has increased by 460.5 thousand Euros or 41.7%. In addition to the increase of the budget for the Vocational Training Department, the number of permitted employees has increased for one person.

The EC Report for 2016, did also addressed as a problem the lack of budget to implement the "Employment Strategy 2014-2020" and the "General Collective Agreement" signed between the trade unions and the Government of Kosovo in 2014.²¹ The budget allocated for labor and employment issues has seen an improvement, as it will increase for 1.5 million Euros or 26%, however, the MLSW has not responded to our question whether this budget is sufficient.

TABLE 1. THE DIFFERENCE IN THE BUDGET ALLOCATIONS 2016/2017 BY DEPARTMENTS - MLSW

Programs	The difference (€)	The difference in %
Pensions	6,611,303	2%
Social Welfare	1,567,995	4%
Work and Employment Issues	1,499,317	26%
The Office for Heritage Issues	(4,576)	-6%
Central Administration Services	76.519	7%

¹⁹ Ibid, page 57

²⁰ Ibid, page 57 and 58

²¹ Ibid, page 51

Another problem addressed in the EC Report is the lack of safety at work and lack of labor inspectors. This year, the permitted number of labor inspectors has also remained the same as in the last year, a total of 70.

In regards to the social issues, the EC Reports for 2015 and 2016 have addressed as a concern, the removal of 1,000 persons of the deaf community from the list of pensions without any grounds.²² Also, in EC reports for year 2015 and 2016 it was addressed lack of budgetary appropriations for municipalities to provide social services.²³

The Rule of law

As in the previous year, the EC Report concludes that institutions dealing with the rule of law lack the budget and staff.²⁴ In the Law on Budget for 2017, the budget allocated to Kosovo Prosecutorial Council (KPC) is 9.5 million euros, an increase by 1.2 million Euros (14%) compared to last year. Whereas, the budget for KJC is 21.8 million Euros, or 1.1 million Euros (5%) more than a year earlier. However, despite the budget rise, the budgetary needs of these two institutions remain unfilled.

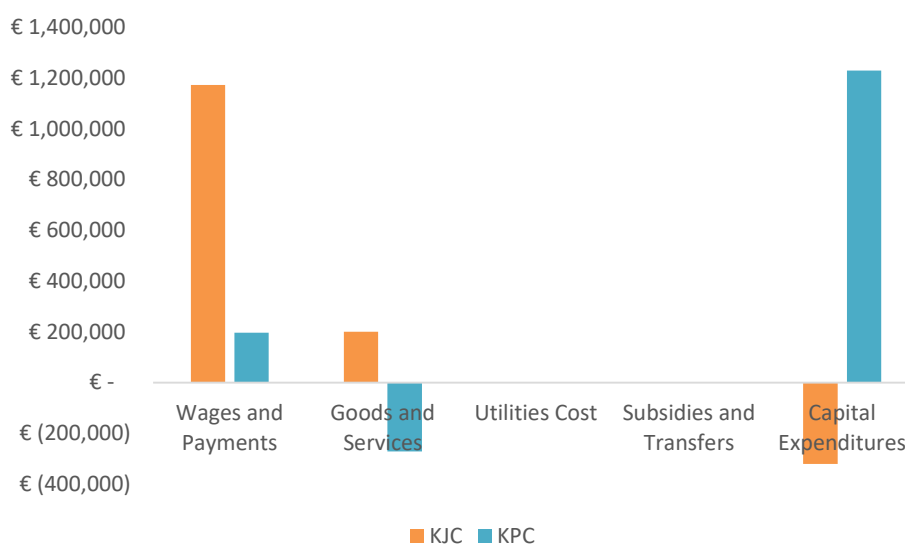



FIGURE 4. CHANGES IN THE BUDGET FOR KJC AND KPC

²² The European Commission, the Report on Kosovo 2015, Source: <http://bit.ly/1SKQMSt>, page 24

²³ Ibid, page 45

²⁴ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2f00KDZ>, page 12



Besides staff shortage, there is no register of data for criminal cases, there is no system for electronic case management and no official monitoring of courts.²⁵ In the Law on budget for 2016, 100 thousand Euros were allocated for "Audio recording in the courts - Project", however, this budgetary allocation was removed with the budget review. In the 2017 budget, 150 thousand Euros have been allocated for the same project. In addition, the budget was allocated to KPC for a project that has been ongoing since last year for "the Case Management Information System", which is co-financed by the Norwegian government as well as "the Electronic system for managing the files of prosecutors".

In regards to the fight against corruption, the EC Report recommends to increase the number of special prosecutors as well as to provide training.²⁶ In 2016, SPO had only nine prosecutors, one less than in the previous year, while open vacancies for recruitment have not been filled. The request of the SPO for approval of 11 new positions has not been adopted by the Ministry of Finance (MoF), although the permitted number of 54 staff in the SPO is incomplete.

Also, there is a lack of staff and training in the SPO, in terms of combating organized crime. In general, agencies that are responsible for the rule of law lack the expertise and equipment to combat the complex issues of terrorism.²⁷ The Financial Intelligence Unit lacks the staff and means to accomplish its mission.²⁸

On the other hand, there is an improvement in terms of the number of staff in departments that deal with serious crimes at the basic courts.²⁹ As it can be seen from the table below, the increase in staff is carried out by transferring staff mainly from the KJC Secretariat. The MoF has permitted 285 new positions, of whom 61 judges, 61 legal officers, and 163 persons of Serb minority for courts, in accordance with the Brussels agreement. Despite the increase in the number of employees, 109 permitted positions for employment in the Law on budget remain vacant.

²⁵Ibid, page 15

²⁶ Ibid, page 16

²⁷The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2fPqxwg>, page 22

²⁸Ibid, page 70

²⁹ Ibid, page 18

TABLE. 2 PERMITTED NUMBER OF EMPLOYEES IN THE KJC FOR 2017

Programs	Employed in 2016	Employed in 2017	Difference
The Supreme Court and the Special Chamber	88	93	5
The KJC Secretariat	265	87	-178
Judicial Performance Review Unit	7	7	0
Office of the Disciplinary Counsel	20	20	0
Court of Appeals	111	132	21
Basic Court in Pristina	452	479	27
Basic Court in Prizren	225	226	1
Basic Court in Gjilan	202	214	12
Basic Court in Ferizaj	168	173	5
Basic Court in Peja	231	231	0
Basic Court in Gjakova	160	160	0
Basic Court in Mitrovica	230	337	107

Another problem related to the KJC is the addressing of economic disputes. The average time for resolving business disputes is 330 days.³⁰ Currently, the Department of Economic Affairs within the Basic Court in Prishtina has four judges who are supported by staff comprised of six persons from USAID, and this support will last for another year. In addition, in the Court of Appeals, although three judges are required for decision-making, in the Department of Economic Affairs there is only one judge.³¹ In the review of the 2016 budget, the Parliamentary Committee for Economic Development, Infrastructure, Trade and Industry had requested an increase in staff in this department. However, this request was rejected on the grounds that there is no budget.³²

³⁰ World Bank, Doing Business Ranking, Source: <http://bit.ly/2l3G5j7>

³¹ The Committee for Economic Development, Infrastructure, Trade and Industry, Minutes of the meeting, February 21, 2017

³² The Assembly of Kosovo, Transcript of the plenary session held on July 13, 2016, Source: <http://bit.ly/2lyfXhb>

Agriculture

According to the EC Report, the application process, payments and subsidies in agriculture is hampered by the small number of staff engaged. The Agency for Agricultural Development (ADA) still lacks the function of payments and grant monitoring, as well as a unit for internal audit.³³ Although, the permitted number of employees in ADA has increased to 31 persons (from 35 to 66 employees), MoF has approved only 10 new positions for this department for 2017. According to the Ministry of Agriculture, Forestry and Rural Development (MAFRD), the increase in staff would improve the situation in terms of grant monitoring, as the current number of employees is insufficient to achieve the required optimum according to European standards.³⁴

The EC Report has also addressed the weak link between subsidies and grants and the agricultural productivity. The MAFRD has opted as a method the subsidizing of the unit per hectare of crop or in livestock breeding per head, and not the subsidy based on yield or productivity. According to an analysis of the GAP Institute, this method of subsidy has failed to affect the increase of productivity in agriculture. Therefore, it should be reviewed and this should change.³⁵

Health

Even this year, the Health Insurance Fund as one of the main project in regards to the health sector has not been included in the budget. Law on Health Insurance was adopted in 2014 and for its implementation it is necessary to put in function the Health Information system (HIS) at a cost of 17 million Euros and the establishment of Health Insurance Fund partly funded by the Kosovo budget.³⁶ This fund does not appear in the Kosovo Budget for this year, whereas the HIS continues to be out of function. Besides the lack of the health insurance, according to the EC Report for 2015 and 2016, the public spending on health is among the lowest in the region. According to the Ministry of Health (MoH), until now the budget for health has never met the needs.³⁷

Consequently, the lack of a budget prevents the realization of basic needs for the mother and child health and the public health in

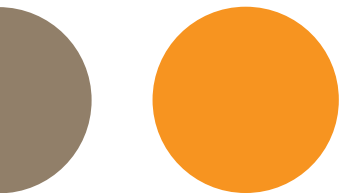
³³ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2f00KDZ>, page 54

³⁴ MAFRD, Answer by email, March 03, 2017

³⁵ The GAP Institute, Dairy Industry Analysis, Source: <http://bit.ly/1M2IMNW>

³⁶ Official Gazette of the Republic of Kosovo, Law no.04/L-249 on Health Insurance, Source: <http://bit.ly/1MhAePq>

³⁷ MoH, Written interview, March 13, 2017



general.³⁸ According to the MoH, they have tried to meet the budgetary requirements for the health of mother and child with additional means from projects and donors. The EC Reports for 2015 and 2016, also criticize the health sector for lacking adequate services for people with disabilities.³⁹ According to the MoH, shortcomings regarding these services are also a result of the lack of budget.

The EC Report for 2016 criticizes this sector for focusing only on capital investments, whereas the expenditure on primary health care, goods and services are low.⁴⁰ With the allocated budget for 2017, goods and services to the MoH will increase to 2.1 million Euros (8%), whereas the primary health care will increase for 1.7 million euros.

Other issues addressed in this report include: a) lack of law enforcement on tobacco; b) lack of infrastructure and reporting of infectious diseases; c) prevention of drug use; d) cancer examinations, etc.

Media and Statistics

The Independent Media Commission (IMC) has failed to switch to the digital signal and technical preparations for this process are at an early stage. The lack of budget in order to meet financial obligations and implement capital investments has been considered as problematic. According to 2016 reviewed budget, the IMC capital investments have halved whereas an increase in budget by 157 thousand Euro (53%) is projected for 2017. The construction of the TM facility is the only capital project planned in the 2017 IMC budget.

Another problem related to IMC powers is the lack of capacity to regulate online media. Given that the budget for wages and salaries has remained the same as last year, with the same number of staff it is difficult to extend the powers to involvement in the regulation of online media.

³⁸ The European Commission, the Report on Kosovo 2015, Source: <http://bit.ly/1SKQMSt>, page 45

³⁹ Ibid, page 24

⁴⁰ The European Commission, the Report on Kosovo 2016, Source: <http://bit.ly/2f00KDZ>, page 51

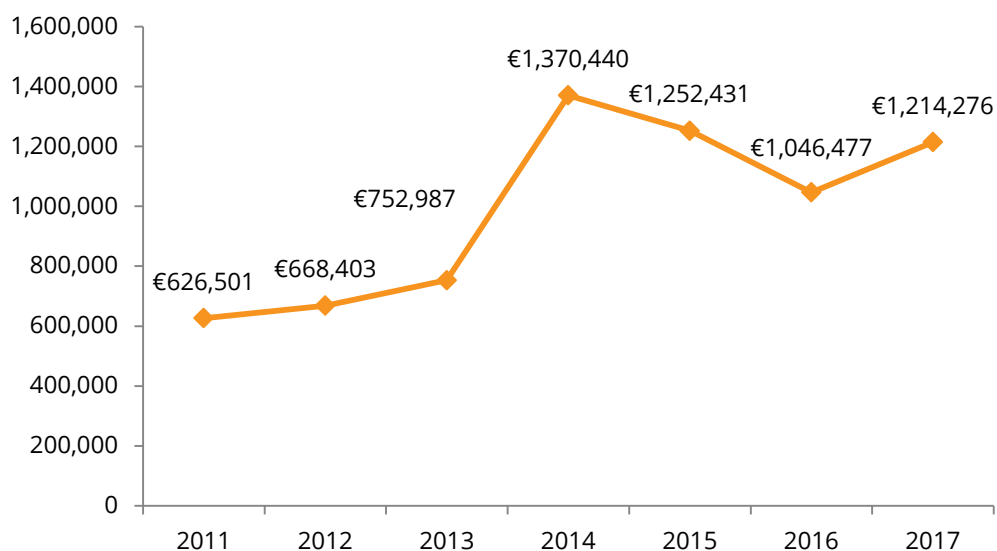


FIGURE 5. IMC BUDGET

With the RTK remaining to be funded by state budget remains a problem, which undermines RTK editorial independence.⁴¹ According to the law on RTK three year period of financing of RTK from the public budget has expired.⁴² In the 2017 Budget, the RTK will be subsidized by 11 million Euros. GAP Institute has made requests for the new draft law that RTK is to be financed by user subscription, while funds from the Kosovo budget to be used with special justification.

Regarding statistics, the EC Report estimates that Kosovo is at a very early stage.⁴³ One of the causes of this is the lack of staff and funds in the Kosovo Statistics Agency (KSA). In addition to staff shortage, the lack of training of new staff on methods of gathering statistics and quality. According to the Report, almost all types of statistics published by KSA need to improve and adapt to EU standards.

Budget allocated to KSA for 2017 is planned to increase by 83 thousand Euros (7%), while the number of employees in this agency is expected to be the same as the number of employees last year (149). Last year, the number of employees in KSA increased by 10 people. However, because these persons are employed as part of integration of the so-called "Civil Protection" structures, these persons have no professional training.⁴⁴

⁴¹ The European Commission, Kosovo 2016 Report, Source: <http://bit.ly/2fPqxwg>, page 24 and 25

⁴² Law no. 04/L-046 on Radio Television of Kosovo, Source: <http://bit.ly/1YcYIUy>

⁴³ The European Commission, Kosovo 2016 Report, Source: <http://bit.ly/2fPqxwg>, page 64

⁴⁴ Kosovo Agency of Statistics, e-mail interview, 16 March 2016

Conclusion

This analysis discusses the budgetary capacity of Kosovo institutions in order to fulfill their missions and also accelerate the process of Kosovo integration in Europe. Despite the fact that we have a public administration which is overloaded with employees, the law implementing and monitoring institutions still lack the necessary personnel. One of our recommendations is reassignment of staff among departments and institutions, and not hire additional staff.

Although there is an improvement in budgetary capacity in certain areas, the Kosovo Government should prioritize increasing the budget for institutions that play a key role in combating corruption, improving the Rule of law, market development, employment growth and social welfare, improving health services, etc.

Although there is an increase in budget for institutions dealing with the rule of law, it is also necessary to increase the number of staff in the prosecutor office as well as in courts. Furthermore, it is necessary to increase the budget for capital investments in Information Technology, specialized equipment and training in these institutions.

Institutions that provide quality infrastructure have improved in terms of capacity to the Kosovo Metrology Agency, but other institutions require additional funds especially in terms of human resources. A number of independent, executive agencies, such as ERO and the Kosovo Agency for Energy Efficiency need to increase the number of staff.

Regarding employment issues, vocational training budget for this year provides a significant increase. However, there are shortages in budgetary capacity to ensure a sufficient number of inspectors to implement the Law on Labor. Also, there is shortage of staff for better monitoring of agriculture subsidies.

Budget issues remain the same this year in terms of capacity to implement the public administration reform. Budget deficiencies have resulted in shortcomings in media monitoring, whereas the RTK this year too has remained to be funded from the state budget, in spite of the fact that legal deadline for funding has passed.

Based on these findings, GAP Institute recommends the Kosovo Government to increase the budget for these institutions/projects:

- **Courts and Prosecution.** Raise the budget to increase the number of Prosecutors, Judges and assistants. In order to increase efficiency in handling business cases, particular attention should be paid in increasing the staff in the Department for Economic Affairs at the Basic

Court in Prishtina. The budget should also be allocated for capital investments in Information Technology and other professional equipment;

- **MTI.** In addition to budget allocation for economic zones, the Government of Kosovo should draw plans for these areas. Funds should also be allocated for the full functioning of institutions dealing with quality infrastructure such as: Kosovo Standardization Agency, the Agency for Industrial Property, General Directorate of Accreditation;
- **Energy.** Funds should be designated for the energy in order to fund the establishment of the Energy Efficiency Fund in addition to increasing the number of staff of the Kosovo Agency for Energy Efficiency. Budget should also be allocated to increase the number of staff in the Energy Regulatory Office;
- **MI.** In addition to the budget allocation for constructing local roads and regional highways, sufficient budget should be allocated for their maintenance;
- **MLWS.** Funds should be allocated for implementing the "Employment Strategy 2014-2020" and increasing the number of labor inspectors;
- **MAFRD.** In order to improve the monitoring of agricultural subsidies the number of staff in the Agency for Agricultural Development should be increased;
- **MPA.** To support growth of professionalism in the public administration, by increasing the budget for KIPA, which provides training for civil servants. The Department of Management Reform in Public Administration also requires additional human resources in order to monitor the Strategy for modernization of public administration in Kosovo;
- **RTK.** Given that the legal deadline for financing RTK from the state budget has passed, funding from the state budget for RTK should be stopped and RTK should be funded through subscription;
- **IMC.** Budget should be allocated for increasing the number of staff at the IMC to add capacities for online media monitoring. Budget should also be allocated to cover capital expenditures of IMC.

The GAP Institute is a Think-Tank established in October 2007 in Kosovo. The main goal of GAP is to attract professionals to create an environment of professional development and research, which is encountered in similar institutions in western countries. This also provides the opportunity for the people of Kosovo to research, develop and implement projects with the aim of advancing the Kosovar society. The priority of this Institute is to mobilize professionals in addressing the economic, political and social challenges of the country. The main goals of GAP are to fill the gaps between the Government and the citizens, and also fill the gaps between problems and solutions.

GAP Institute is supported by:



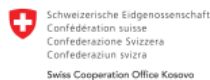
This project is supported by:

*Support to
Anti-Corruption Efforts
in Kosovo Project
— SAEK*



*Empowered lives.
Resilient nations.*

Generously
funded by –



MINISTRY OF FOREIGN AFFAIRS OF DENMARK
DANIDA INTERNATIONAL
DEVELOPMENT COOPERATION