

1000

years ●●●gap●●

GAP INSTITUTE

●●●10●● years

First analysis
2007

Over 120 reports
2017

45 professionals
50 interns

cited ~750 times
during a year

financial support
of donors and partners

second decade
of functioning

Back in December 2007, GAP Institute published its first analysis, which covered the impact of potential border closures after the declaration of Kosovo's independence. Ten years later, GAP has already published over 120 reports and analysis on public policies, initiated hundreds of discussions on public policies and contributed directly and indirectly to dozens of official documents (strategies, decisions, legal acts, parliamentary discussions).

All these activities were organized to fulfill our mission – filling the gap between the government and the people, between problems and solutions, with the purpose of advancing the Kosovo society. We managed this by advocating for better governance, by monitoring the work of public institutions, and by recommending concrete solutions over public policies.

GAP addresses economic, political and social challenges in the country by mobilizing professionals from different fields. In our first decade, 45 professionals were hired to work full time, dozens of external collaborators and at least 50 paid interns.

The works of GAP Institute has been covered extensively by local and international media. The activities of GAP appeared on media on average 750 times during a year. GAP Institute appeared in well-known international media reports, including The New York Times, The Economist, The Guardian, Financial Times, Der Spiegel, Washington Times, Tages Anzeiger, NZZ, etc.

Our work would not have been possible without the financial support of donors and partners, whose mission is democratization and empowering of the society. For the continues support, the GAP Institute is thankful to the Open Society Foundation, National Endowment for Democracy, Rockefeller Brothers Fund, Swedish International Development Cooperation Agency, British Embassy in Prishtina, UNDP, Gesellschaft für Internationale Zusammenarbeit, Friedrich Ebert Stiftung, Swiss Agency for Development and Cooperation (SDC), USAID, U.S. Embassy in Prishtina.

GAP Institute is entering the second decade full of motivation and to materialize our mission of promoting liberal values, the raising of a democratic society and sustainable development.

“GAP Institute:
A Leader in Public Policy Field
in Kosovo”

— **Central European Journal of
Public Policy**, Charles University,
Prague, 2010

“A powerful report from the GAP Institute
for Advanced Studies, published in May
2008, demonstrated the inconsistencies and
illegalities which characterized the private
provision of higher education in Kosovo”

— **Professor Steve Brisstow**
Head of Inspection Services of the
British Accreditation Council for
Independent Further and Higher
Education, January 2010

“GAP Institute one of the most
influential think-tank in Kosovo
- promoting economic
development of this country”

— **Secretary John Kerry**
during his visit to Kosovo.
2 December 2015

Others about GAP Institute

“Initial indications are that civil society organizations are not that active in Kosovo on fiscal matters, although GAP is a notable exception”

— **Mark Hallerberg,**

Professor at Hertie School
of Governance.

“Acknowledging the efforts of
the GAP Institute in the fight
against corruption in Kosovo”

— **Krystyna Marty-Lang,**

Swiss Ambassador in Kosovo and

Andrew Russell,

UNDP Representative for Kosovo, 2016.

“Civil society organizations like
GAP Institute are doing incredible
work not only to draw attention to
corruption, but also to facilitate
dialogue and debate that will lead
to real solutions.”

— **Colleen Hyland,**

Deputy Chief of Mission
of USA in Kosovo, 2017.

The New York Times

Kosovo Builds Economy From the Ground Up

By **DAN BILEFSKY**

March 5, 2008

“...For years, we have used not having our independence as an excuse for everything,” said Shpend Ahmeti, an economist who runs the Institute for Advanced Studies, a Pristina-based research organization. “Now that we have it, we need to show that we deserve to be a country and that we can create a viable economy...”



Ex-U.S. Official Pulls Bid for Kosovo Telecom Stake

By **MATTHEW BRUNWASSER**

Jan. 10, 2013

“...While Dr. Albright is viewed by many in Kosovo as a national hero for her leading role in the country’s creation, the deal was “politically too complicated,” said Agron Demi, executive director of the GAP Institute for Advanced Studies in Pristina, the Kosovo capital.

Mr. Demi expects that half of the employees will need to be laid off in order to modernize the company...”



The Economist

The world's newest state

Feb 21st 2008



“...Some of Kosovo's problems are stark. According to Kosovo's Institute for Advanced Studies, imports are running at about €1.3 billion (\$1.9 billion) a year but exports at a microscopic €90m-130m. Every year between 25,000 and 30,000 young people enter the labour market, most of them unskilled. Business taxes are much higher than elsewhere in the region; interest rates are prohibitive. Like the rest of the Balkans, Kosovo has a reputation (now somewhat outdated) of being plagued by organized crime—a symptom of a weak state...”

Deployment days

Dec 30th 2008



“...Kosovo suffers from huge unemployment. Many families rely on remittances from relations abroad. According to Kosovo's Institute for Advanced Studies, some €400m (\$560m), or 15-20% of Kosovo's GDP, comes from money sent home every year. But the forecast is gloomy. Kosovars abroad often work in businesses hit hardest by recession, such as carmaking and construction...”

FINANCIAL TIMES

Relations with Kosovo: Poor transport links hamper crossborder trade

Neil MacDonald
March 26, 2008

"Replacements [for Serbian goods] could be found in Macedonia and Albania, although importing them from Albania would increase the transport costs and therefore retail prices," says Pristina's Group for Policy Analysis (GAP)."



Economic desperation forces Kosovars to flee

Andrew Byrne in Pristina
March 26, 2015

"...Despite 15 years of western tutelage and billions of dollars in investment, many want to leave a country dominated by a small elite with close links to organised crime. "It's clear why all of these people left — the economic and social conditions are bleak," says GAP Institute, a Pristina think-tank..."



theguardian

Kosovans risk perils of roads, forests and criminals in chase for better life in EU

Jeta Xharra

17 February 2015



“...the GAP Institute, a Pristina-based economic thinktank, disagrees, saying history has told many Kosovans that migration can bring significant economic benefits. The diaspora numbers in the hundreds of thousands and grows each year, with the largest number in Germany and Switzerland. They typically send home more than a €500m each year – an important driver of the home economy...”

spiegel.de 

SPIEGEL ONLINE

The Slow Birth of a Nation

By **Walter Mayr**
April 24, 2008



“...We must keep our best people in the country, but we lack young elites,” says director of the Institute for Advance Studies (GAP) and plans to establish an academy for future business leaders. Kosovo's main export is still scrap metal, but Ahmeti mentions what politicians intend to ask for at an upcoming international donors' conference -- a subway in the small industrial city of Ferizaj, for €36 million (\$58 million), and an opera house dedicated to the now-deceased former president, Ibrahim Rugova, for €25 million (\$40 million)...”

"For the purpose of securing the skills for deficit positions in the public sector, the Brain Fund scheme is approved. The proposal for establishing specific posts for high level specialists in certain fields, where there is greater need for policies identified by the government as priorities. Precise criteria for additional payment and the proposed process of selection is provided in the GAP report, attached to the present Decision."

— **Government of Kosovo**, Decision No. 02/48, **24 December 2008**.

"We thank GAP Institute for contributing with their activities to the opening of the debate and finding alternatives to reducing the air travel routes for incoming and outgoing flights in Kosovo."

— **British Airways**, **September 2009**

"I also thank GAP which provided comments also on this report. We also had a report last year I believe on the activities of Boards in the public enterprises. It was very helpful. We also call on other organisations with similar interest to help us in the process of monitoring the functioning of public enterprises. You also have this, comments by GAP, which are extremely good and helpful in clarifying this report."

— transcript of the **Parliamentary Committee for Economic Development**, **17 January 2013**.

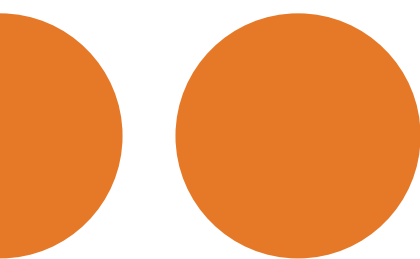
The impact on public policy

"We have a concrete report by GAP, which monitors the activities of Boards in public companies. There is the report which is very interesting because in a way it has helped us as MPs, I trust you too as an institution, to better see the activities, from another perspective, from another part."

— transcript of the **Parliamentary Committee for Economic Development**, **15 November 2011**.

"I have before me two documents, one by the Institute for Advanced Studies GAP, which based on its study, certainly not by obtaining documents from the government because there is no transparency, but managed to find out that the amount invested between 2007 to 2012, amounts to 55 million euros. At the same time, according to KEK officials, from 1999 to 2011, 180 million euros were invested in the power grid, however this figure could be even higher. So then I wish to ask the minister what is the economic logic behind privatisation of an enterprise, where investments is several times bigger than the 26.3 million euros figure."

— transcript of the plenary session of the **Assembly of Kosovo**, **11 October 2012**.



"To offer assistance, GAP Institute has been involved in the capacity of professional advisers."

— Strategy for Local Self Government
2016–2026.

"According to a report by GAP Institute, where it assesses the reflection on the budget due to changes to the value added tax, it says there more or less that based on the information from Customs in 2014, the net negative effect by lowering the value added tax from 16% to 8%, on the budget of the Republic of Kosovo will be around 5 million euros, however the positive effect by increasing the 16% to 18% will be over 50 million euros. One can clearly see here that the effect on consumer basket, always according to GAP, predicted to increase in price generally by 1% after these tax changes, therefore the consumer will pay more for their basket compared to what they pay now."

— transcript of the plenary session of the **Assembly of Kosovo**, **28 May 2015.**

"GAP Institute has conducted a budget analysis for 2015 for institutions falling under the scope of the Commission. Therefore, today our discussion will be about this budget analysis."

— minutes from the **Parliamentary Committee on Legislation**, **31 May 2016.**

"I appreciate highly the comparative study conducted by GAP. It has helped us by providing an overview of other countries and this indeed provided us with another insight for clarifying the criteria, which we must take into consideration."

— transcript of the **Parliamentary Committee on Economic Development** hearing, **1 March 2016.**

"Members of the commission welcomed the project presented by GAP Institute, and agree to continue to cooperate in monitoring municipalities at local level."

— minutes from the **Parliamentary Commission on Public Administration, Local Government and Media**, **1 February 2017**

"I welcome the report of the GAP Institute regarding on European Commission recommendations on the Kosovo Budget. In the following days I will send invitations for analysts from this institute to meet and discuss more concretely the findings of their report. This analysis will help us in further advancement to the process of preparation and execution of the Kosovo."

— **Avdullah Hoti – Finance Minister**,
23 April 2017.

191,329

users
of GAP online platforms

768,444

pages browsed

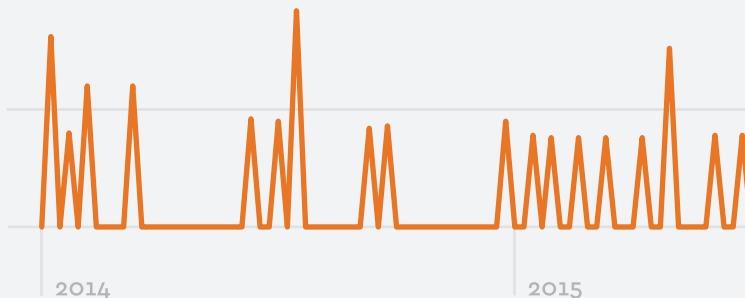
institutigap.org/buxheti
veturat.institutigap.org
komunat.institutigap.org
gapmonitor.org

10,732

hours spent in browsing
GAP platforms

Source:
Google Analytics

GAP Institute
in **Google Trends**
throughout the
years



Source: **Google Trends**

Top four titles

Source:
Gjirafa.com

where **GAP Institute**
was mentioned in 2017:

22

Will the next government
have fewer ministries?

19

Public company Boards
at the hands of politics

15

Job market:
shortages in specific profiles

14

Political parties in fierce
competition in large municipalities

1,604

109

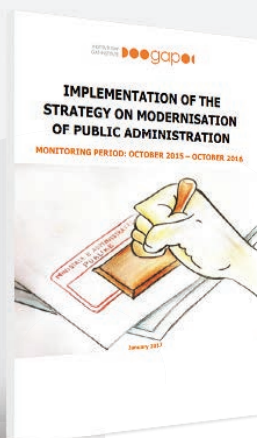
227

1,940

times the GAP Institute was cited
by media in Albanian language
from January to mid-December 2017

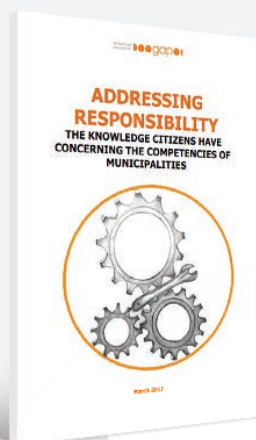


Some of publications of GAP Institute in 2017



January 2017

Implementation of the
Strategy on Modernisation
of Public Administration



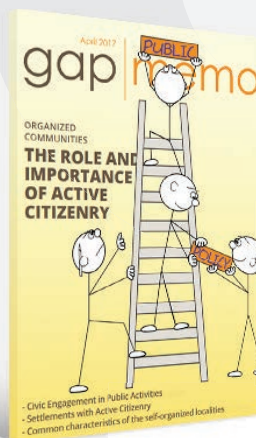
March 2017

Addressing responsibility -
The knowledge citizens
have concerning the
competencies of
municipalities



April 2017

The 2017 budget and
the European
Commission
recommendations



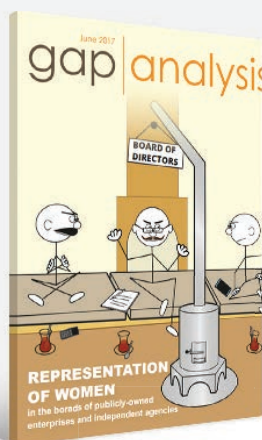
April 2017

Organized Communities -
The role and importance
of active citizenry



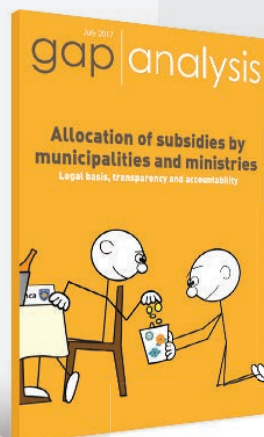
May 2017

Labour Market
Discrimination -
How job advertisements
create gender inequality



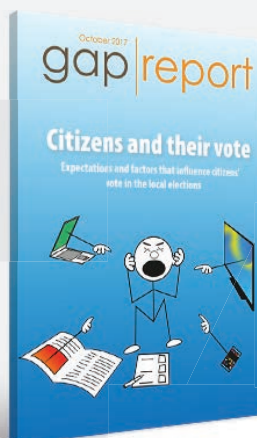
June 2017

Representation of Women
in the Boards of Publicly -
Owned Enterprises and
Independent Agencies



July 2017

Allocation of Subsidies
by Municipalities and
Ministries



October 2017

Citizens and their vote -
expectations and factors
that influence citizens
vote in the local elections









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e Administrat
ke (MAP)

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gap



10
years

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