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# **Citizen Perception of Public Administration Services in Kosovo: Results from Exit Polling in three municipalities on Service Quality, Accessibility and Digital Transformation**

## **Executive Summary**

This brief presents the results of a citizen perception survey on public administration services conducted in the municipalities of Prishtina, Podujeva and Mitrovica. Citizens interact with public institutions mainly for civil registration, utilities and essential documentation.

Citizens across all municipalities have frequent interaction with public institutions, mainly for civil registration, utilities and basic documentation. For this survey, in Podujeva almost all interactions were with central institutions for the extraction of personal documents, in Prishtina there is a combination of central and local institutions and in Mitrovica the results show answers for the regional water utility mainly. These differences shape both access and user experience.

Satisfaction with services is generally high. Many citizens note improvements in service speed, clearer procedures and better staff conduct, consistent with Public Administration Reform Strategy (PARS) objectives to reduce administrative burden and improve service delivery. However, dissatisfaction is more common in Prishtina, where longer waiting times, inconsistent information and organisational issues reflect higher institutional complexity.

Digitalisation is progressing but is still behind and varies based on location. While many citizens use e-Kosova and rate it positively, only a limited share can complete services fully online. Physical visits remain necessary due to interoperability gaps and incomplete digital integration, with significant variation between municipalities.

Accessibility challenges persist, particularly in ensuring adequate support for vulnerable groups and improving physical access to administrative buildings.

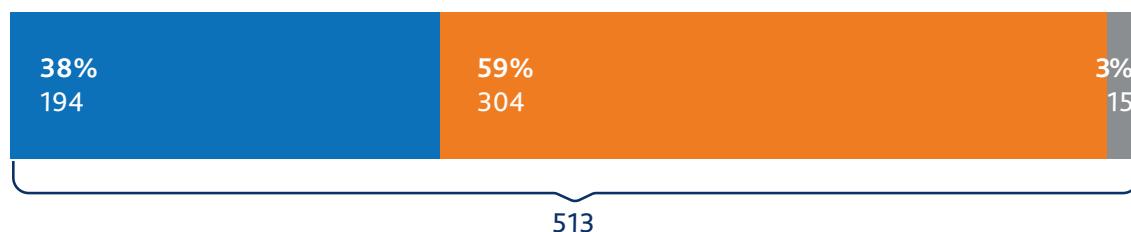
Taken together, the findings show a public administration that is improving but still marked by fragmentation and uneven implementation of reforms. Continued efforts are required to harmonise service standards, expand digital services and ensure inclusive, predictable and citizen-oriented service delivery across all municipalities.

## Methodology

This policy brief is based on a structured survey of 513 respondents from Prishtina, Podujeva and Mitrovica, including nearby towns. The questionnaire consisted of 17 questions grouped into themes such as recent interaction with institutions, service quality, speed of delivery, procedural clarity, care for vulnerable groups, accessibility of buildings and digitalisation through e-Kosova. Data were collected through a hybrid approach, combining in-person exit polling at service points with online responses to ensure representation of both digitally engaged citizens and those who rely primarily on physical access. The sample reflects Kosovo's demographic composition, with 38% women, 59% men, and a small share not disclosing gender. By municipality, 42% of respondents (217 participants) are from Podujeva, 28% (142 participants) from the Prishtina region and 29% (151 participants) from Mitrovica. Quantitative responses were analysed using descriptive statistics and a 1–4 satisfaction scale, while qualitative comments were reviewed to identify recurring themes.

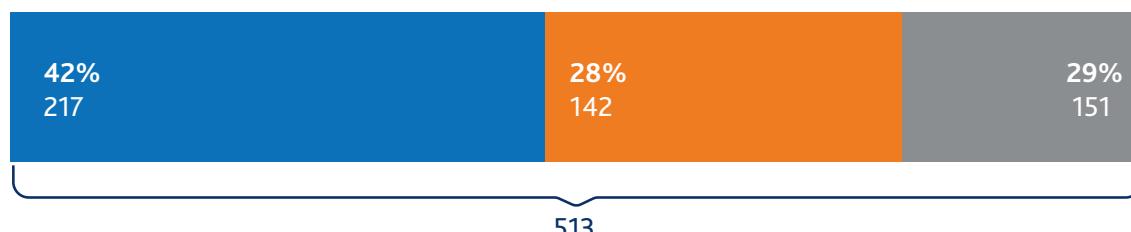
### Demographic by gender

■ Female ■ Male ■ Prefer not to say



### Demographic by municipality

■ Podujeva ■ Prishtina ■ Mitrovica



The survey covered three broad types of services. Central administrative services included personal identification documents such as ID cards and passports, civil status documents including birth, marriage and death certificates, as well as vehicle registration and other central-level administrative procedures. Local municipal services captured interactions related to municipal taxes, tariffs and fees, social welfare offices, property administration, urban planning units and other local administrative counters. Utility services, considered separately due to their universal and regulated nature, included regional water supply, wastewater services, billing procedures, meter reading and payment counters. In addition, the survey examined the availability and use of digital services, assessing whether citizens could complete services fully online or partially online (such as booking appointments, making payments or submitting documents), and measured usage and satisfaction levels with the e-Kosova platform.

Under the WeBER 3.0 project's Small Grant Facility, the Group for Legal and Political Studies (GLPS) engaged three local civil society organisations to strengthen citizen participation in public administration reform (PAR) at the municipal level. As part of this effort, the Institute for Development Policy (INDEP) conducted fieldwork in Mitrovica, the Institute Democracy for Development (D4D) surveyed citizens in Podujeva and the Prishtina Institute for Political Studies (PIPS) carried out data collection in Prishtina. Each organisation implemented exit polls to capture citizens' direct experiences with administrative procedures, service quality and digital access. Through this coordinated effort, the survey collected firsthand feedback from 513 participants across the three municipalities, generating evidence that helps identify practical gaps and opportunities for improving local service delivery.

## State of Play

Public Administration Reform is crucial for Kosovo's state-building, European integration and reform agenda. Efficient, transparent and citizen-oriented institutions are not only a legal requirement under the EU acquis but also a precondition for building public trust and ensuring equitable access to services.

Public services in Kosovo fall into two main groups: local and central, depending on the institutions that provide them. There are, however, categories like universal and administrative services on demand.

Utilities are universal services that cater to a wide population that goes beyond the residents of a single municipality. These are universal services that the state must provide without any prior request from citizens. They include access to clean water, electricity, wastewater treatment, waste management and public transport. Local private or public-private companies usually deliver these services, and the quality and availability can differ among municipalities.

Municipalities also provide other local services such as taxes, tariffs and fines, healthcare services, social protection services and property services.

Administrative public services work differently because citizens must request them. They require an action from the citizen, such as applying, submitting documents or requesting verification. Central institutions provide these services. They include the issuance of documents such as identity cards, social status certificates, birth and death certificates and vehicle registrations. Kosovo has made progress in recent years through the development of the e-Kosova platform, which now offers many services online.<sup>1</sup> Citizens can download birth certificates, extracts,

<sup>1</sup> E-Kosova platform, at: <https://ekosova.rks-gov.net/>.

marriage certificates and residence certificates for themselves or their family members. Families can apply for child and maternity supplements. People can view and pay utility bills. Citizens and businesses can access police and judiciary services, retrieve criminal record certificates and track the status of court cases. Other major categories of services include health, taxes, education, vehicles, property, address services and e-Municipality.

Kosovo's long term development is envisioned in the National Development Strategy and Plan (NDS/NDP) 2030, which provides an overarching framework for all sectoral and institutional strategies.<sup>2</sup> The NDS 2030 defines good governance as one of its central pillars as efficient and responsible government.<sup>3</sup> Within this pillar, the NDS identifies public administration reform, digital transformation and administrative burden reduction as the main instruments for improving governance efficiency and general service quality. Through the effective and responsible governance sectoral strategies are linked to or derive from NDS 2030. PARS 2022-2027, the e-Government Strategy 2023-2027 and the Administrative Burden Prevention and Reduction Programme 2025-2028 derive from specific governance goals, ensuring the goals are coordinated and consistent with Kosovo's long-term vision.<sup>4</sup>

PARS 2022-2027 has four priority areas, policy planning and coordination, service delivery, public service and human resource management, and accountability and transparency.<sup>5</sup> The general aim is to improve efficiency, quality and openness of governance.<sup>6</sup> The service delivery component focuses on standardising and digitalising public registers, harmonising service procedures and establishing a central online registry for administrative services, as is e-Kosova platform.<sup>7</sup>

The e-Kosova platform is Kosovo's central digital gateway for public services. It allows citizens and businesses to access administrative services online through a personalised account for users, eliminating this way, the need for physical visits to multiple institutions. Users can obtain documents such as birth, marriage and residence certificates, check their business or property tax obligation and pay utility and administrative fees.

Through the e-Government Strategy for Kosovo 2023-2027, Kosovo is working to developing an integrated and user-centric administration.<sup>8</sup> The Strategy principles envision a digital and data-driven public sector, ensuring interoperability, user-centricity, and inclusiveness. Public institutions should collect information only once, provide multi-channel access to services, and embed privacy and security throughout all processes. Finally, open innovation encourages collaboration among government, private sector, academia, and citizens to foster creativity and trust in the digital transformation process.<sup>9</sup>

Administrative Burden Prevention and Reduction Programme 2022-2027 is adopted in

2 National Development Strategy and Plan 2030, April 2023, at: <https://kryeministri.rks-gov.net/wp-content/uploads/2023/11/NDSP-2030-dokumenti-i-dizajnuar.pdf>.

3 Ibid, goal 10.

4 National Development Strategy and Plan 2030, pg. 68, pillar "Good Governance".

5 Public Administration Reform Strategy (PARS) 2022-2027, pg. 12, at: <https://kryeministri.rks-gov.net/wp-content/uploads/2023/01/PUBLIC-ADMINISTRATION-REFORM-STRATEGY-2022-2027.pdf>.

6 Ibid, pg. 7.

7 e-Kosova platform, at: <https://ekosova.rks-gov.net/>.

8 e-Government Strategy Kosovo 2023-2027, at: <https://mpb.rks-gov.net/Uploads/Documents/Pdf/EN/2700/e-Government%20Strategy%20Kosovo%202023-2027.pdf>.

9 Ibid, pg. 5.

September 2022 and later revised for the 2025-2028 period under the PARS 2022-2027.<sup>10</sup> The programme focuses on structural simplification of public administration, removing unnecessary administrative burden and digitization and interconnection of public registers.

The objective of this policy brief is to analyse the citizen satisfaction and perceptions regarding the quality, accessibility and efficiency of public administration services, on the basis of the exit poll conducted this year. The findings aim to inform policymakers and local authorities about citizens' priorities, provide insight for reform adjustments and training needs and provide tangible recommendations.

## Survey Analysis

### Contact with Public Administration institutions

Data shows that all surveyed citizens have obtained services from the public administration. The majority of these interactions were with central-level institutions, with 53% of respondents reporting their most recent contact at the central level and 47% at the local level. Civil registration offices were the most frequently accessed central institutions, while tax departments, social welfare centers and urban planning units were the most commonly visited at the local level.

Alongside these administrative services, citizens also interact with utilities, which function differently from both central and local administrative channels. Water services in Kosovo include the supply of drinking water, wastewater collection and treatment and the maintenance of the distribution network. Unlike administrative services, these fall under the category of universal services, meaning citizens receive them automatically without submitting a request. Regional water companies manage service provision within defined service zones, overseen by government-appointed boards that ensure compliance with performance and service standards. The Water Services Regulatory Authority (WSRA) regulates this sector by setting tariffs, monitoring performance, drafting standards and licensing operators. Although delivered locally, water services operate within a unified national regulatory framework that guarantees consistent rules, public accountability and continuous monitoring across all municipalities.

Therefore, for the purpose of this policy brief, utilities are treated as a separate category of services, distinct from both local and central administrative services.

<sup>10</sup> Administrative Burden Prevention and Reduction Programme 2022-2027, at: <https://kryeministri.rks-gov.net/wp-content/uploads/2022/09/ZPS-shtator2022-PPZBA-2022-2027-dhe-PV-2022-2024-Shtoja-1-6-FINAL-ENG.pdf/>; and Administrative Burden Prevention and Reduction Programme 2025-2028, published on 10 January 2025 at: <https://kryeministri.rks-gov.net/en/documents/>.

Services Category	Number of requests	%
Personal documents	258	51%
Family documents	16	3%
Taxes, fees and fines	6	1%
Healthcare services	1	0%
Social protection services	1	0%
Military-related services	1	0%
Pension services	5	1%
Employment services	1	0%
Business-related services	1	0%
Property-related services	3	1%
Utilities	212	42%
Other	5	1%

### Podujeva

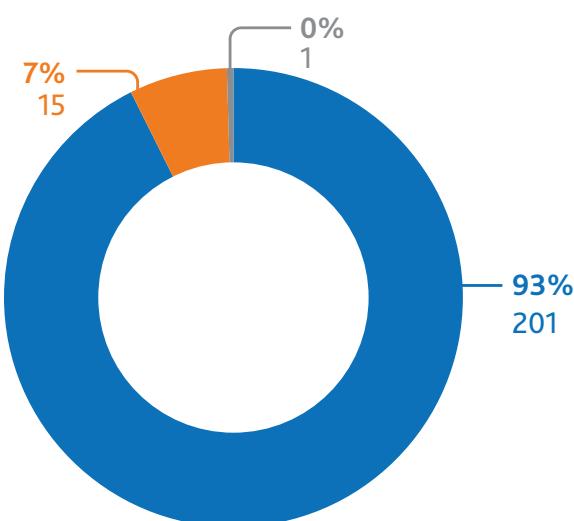
In Podujeva, interactions with public institutions are overwhelmingly concentrated at the central level of service delivery at 93%. Of the total respondents, the most requested delivery was the delivery of personal documents such the identification card or the passport. This was sought 195 times or 90% of all requests. Other administrative needs are in smaller numbers, covering areas such as family certificates, taxes and fees, social assistance and property issues. 36% of respondents were first-time users of the service they sought, while 64% had previously received the same service.

Type of administration - Podujeva

■ Central Administration

■ Local Administration

■ Utilities



Service Category - Podujeva	Number of requests	%
Personal documents	195	<b>89.86%</b>
Family documents	7	<b>3.23%</b>
Taxes, fees and fines	3	<b>1.38%</b>
Healthcare services	1	<b>0.46%</b>
Social protection services	1	<b>0.46%</b>
Military-related services	1	<b>0.46%</b>
Pension services	3	<b>1.38%</b>
Employment services	1	<b>0.46%</b>
Business-related services	1	<b>0.46%</b>
Property-related services	1	<b>0.46%</b>
Utilities	1	<b>0.46%</b>
Other	2	<b>0.92%</b>

#### First-time users of service - Podujeva



#### Prishtina

There is a significant engagement with the regional water utility in Prishtina, accounting for 43% of the visits. This service is not comparable to other services here because of its regulation as a private company overseen by government-appointed board. In addition, the Civil Registration Agency was the second most interacted with, with 33% of the interactions. Municipal offices were contacted 11% of the times, while the remaining 13% of the interactions were with national-level bodies such as the Ministry of Internal Affairs, the central identification-document service centres and the University of Prishtina.

Central public services were requested 67 times or 47%. Among these, personal documentation and identification services were requested 62 times. Utilities were requested 61 times (43%). Other local services, like family certificates, tariffs and taxes, and property services, accounted for 14 requests (10).

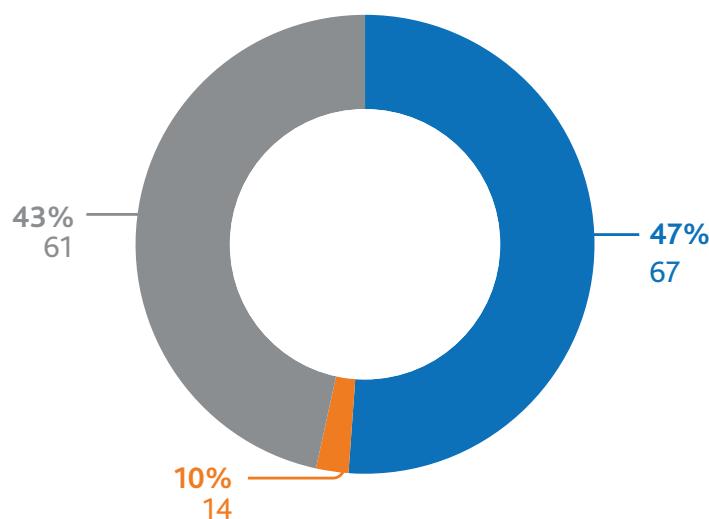
Frequency-wise, 16% of the respondents were first-time users, while 84% had previously used the same service.

Type of administration - Prishtina

■ Central Administration

■ Local Administration

■ Utilities



Service Category - Prishtina	Number of Requests	%
Personal documents	62	43.7%
Family documents	9	6.3%
Taxes, fees and fines	3	2.1%
Pension services	2	1.4%
Property-related services	2	1.4%
Utilities	61	43%
Other	3	2.1%

First-time users of service - Prishtina

No

83%

118

Yes

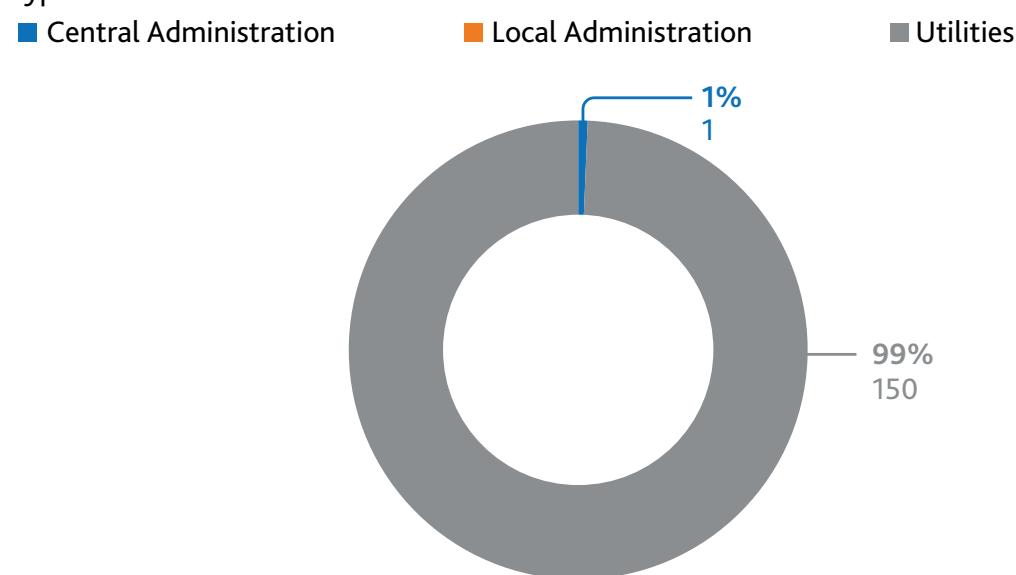
15%

22

## Mitrovica

The administrative structure of the answers to this survey in Mitrovica is almost entirely concentrated in a single service point, the Regional Water Supply Mitrovica (RWS Mitrovica), which accounts for 99% of all reported interactions. Only 1% of respondents engaged directly with the municipal administration. Regarding service frequency, 10% of respondents were first-time users of the service requested, while 89% had used the service before. This indicates routine or recurring utility-related procedures.

### Type of administration - Mitrovica



Service Category - Mitrovica	Number of Requests	%
Personal documents	1	0.7%
Utilities	150	99.3%

## First-time users of service - Mitrovica



## Overall Satisfaction with Public Services

In all targeted municipalities, respondents generally reported predominantly positive experiences with public service delivery, though the level of satisfaction varies in each municipality. The question on the overall experience assesses the answer using four categories: very satisfied, satisfied, dissatisfied and very dissatisfied.

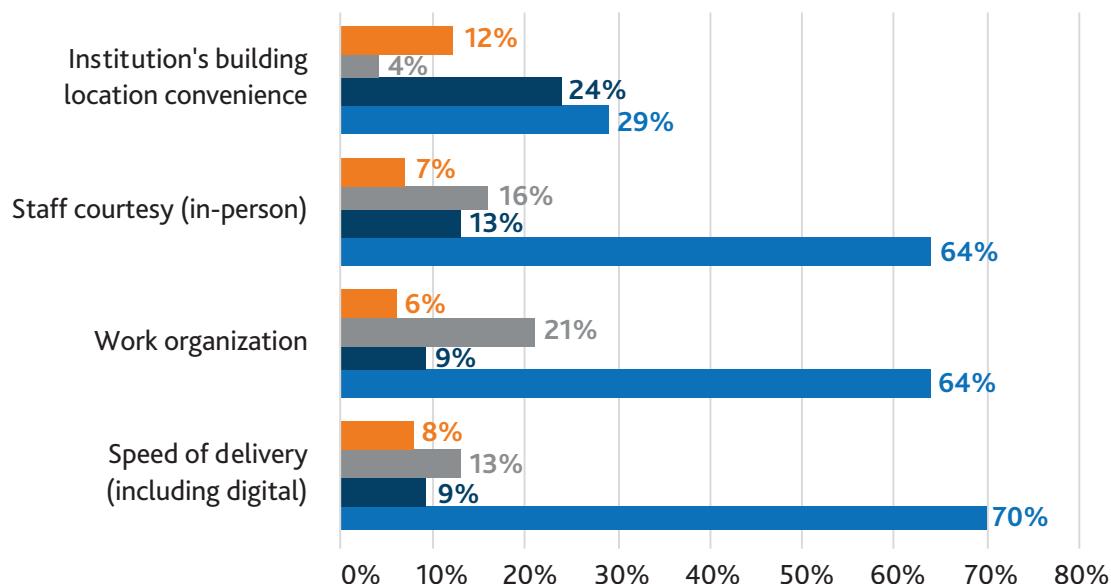
The respondents were asked about their general perception of the service received and to assess specific dimensions, such as the speed of service delivery, the organization of work such as the availability of information and avoidance of long queues, the behaviour of civil servants and the suitability of the institution's location in terms of distance and access to public transport.

### Podujeva

There is a strong level of satisfaction with public services in Podujeva in general. The speed of service or the time it takes to receive services is generally rated as positive. 70% are satisfied with the speed of service and 9% very satisfied, giving a combined overall satisfaction rate of 79%. Respondents also give positive feedback on the organization of work, with 64% satisfied and 9% very satisfied (73% combined). Civil servant behaviour receives strong ratings, with 77% combined positive interactions (64% satisfied and 13% very satisfied). When evaluating the suitability of institutional locations, 29% express satisfaction and 24% are very satisfied, while 16% of respondents report dissatisfaction regarding accessibility and distance.

Satisfaction with aspects of public service delivery - Podujeva

■ Very satisfied ■ Satisfied ■ Dissatisfied ■ Very Dissatisfied

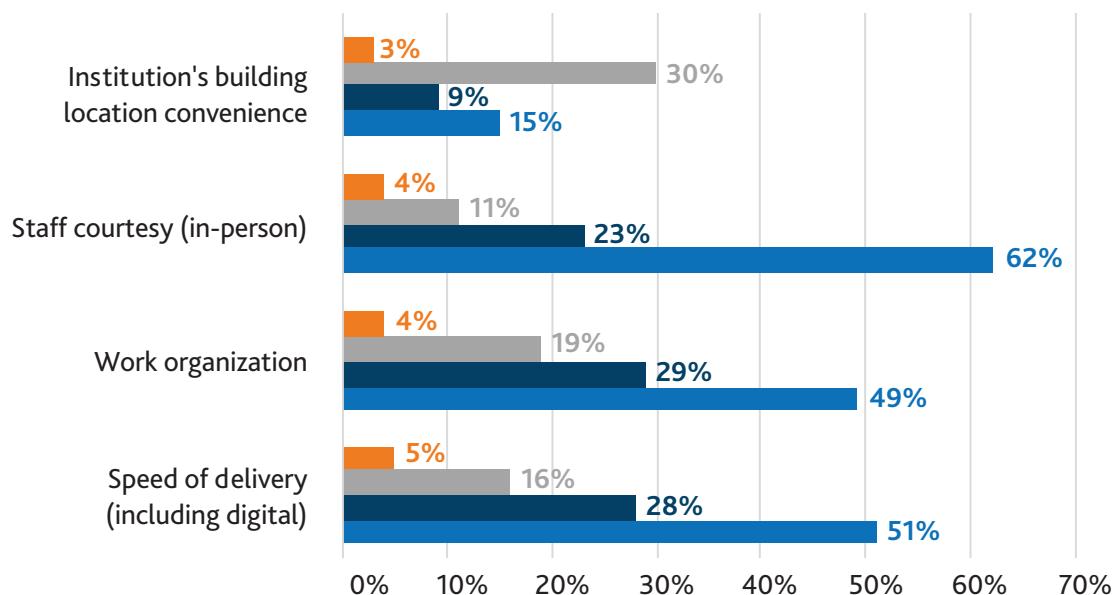


### Prishtina

Similar to other municipalities, results show that citizens are generally satisfied with services obtained. Data shows that 28% of the respondents in Prishtina were very satisfied and 51% satisfied, resulting in a combined satisfaction rate of 79%. Dissatisfaction is 16% and 5% are very dissatisfied, making the total dissatisfaction rate 21%. 49% of respondents perceive the organisation of work as satisfactory and 29% as very satisfactory, giving a combined satisfaction rate of 78%. Meanwhile, 19% are dissatisfied and 4% are very dissatisfied, which is a total dissatisfaction rate of 23%. Civil servant behaviour receives mostly positive ratings. 62% are satisfied and 23% are very satisfied, while 11% report dissatisfaction and 4% report being very dissatisfied. Respondents express stronger concerns about the location of institutions. Only 15% are satisfied and 9% are very satisfied, while 30% are dissatisfied and 3% are very dissatisfied, citing dispersed offices and heavy congestion.

Satisfaction with aspects of public service delivery - Prishtina

■ Very satisfied ■ Satisfied ■ Dissatisfied ■ Very Dissatisfied

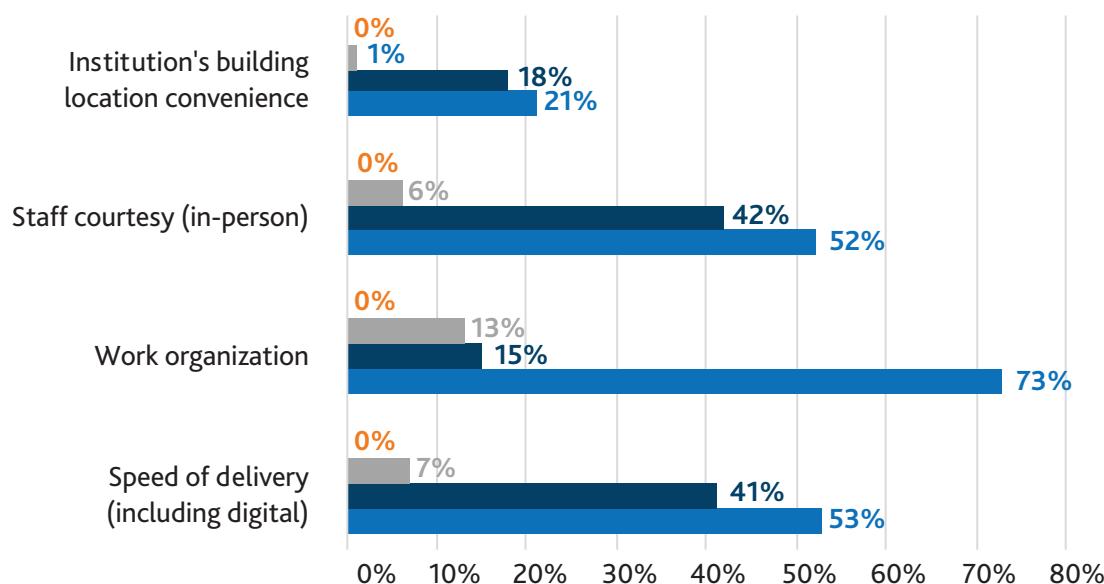


### Mitrovica

In Mitrovica the respondents express the highest satisfaction with public services. 41% are very satisfied and 53% are satisfied, giving the municipality a 94% satisfaction rate. 7% are dissatisfied and none report being very dissatisfied. With the speed of service delivery, 53% are satisfied and 41% are very satisfied, and 7% express dissatisfaction. Respondents also praise the organization of work. 73% describe it as satisfactory and 15% as very satisfactory, while 13% express dissatisfaction. Civil servant behaviour receives approval in Mitrovica. 52% are satisfied and 42% are very satisfied, with minimal negative feedback. Location suitability is fairly satisfactory. 21% are satisfied and 18% are very satisfied (39% combined), while 1% are dissatisfied, though many respondents feel unable to assess this dimension.

Satisfaction with aspects of public service delivery - Mitrovica

■ Very satisfied ■ Satisfied ■ Dissatisfied ■ Very Dissatisfied



## Service Quality Improvements Over Time

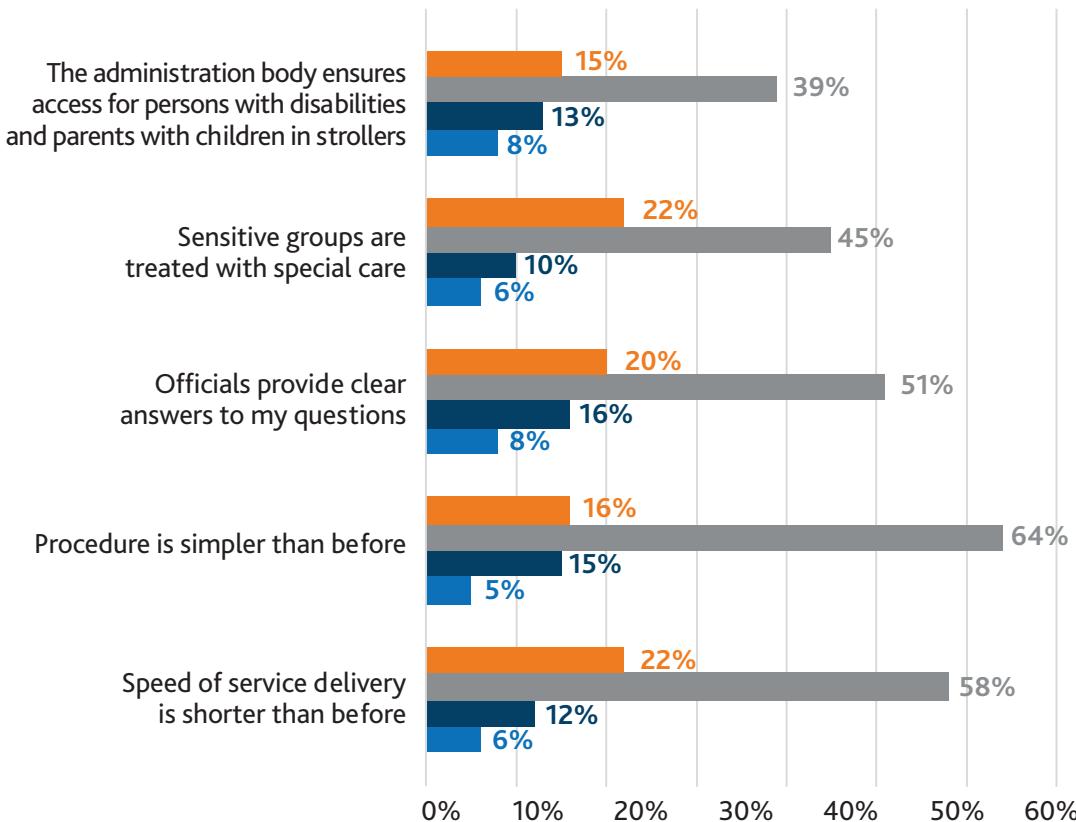
This indicator measures the citizens perception of gradual improvements of service quality based on five concrete elements. More specifically, they were asked if the service delivery time was shortened, if the procedure is more simplified, if the officials give clear answers, if the institutions treat vulnerable groups with care and finally if the institutions provide easy access for people with disabilities and parent with strollers.

### Podujeva

Regarding the shortened time of service delivery, 58% agree that the time needed to obtain services has shortened and 22% fully agree, giving a combined satisfaction rate of 80%. 12% do not agree and 6% do not agree at all. Combined, 18% do not think there were any improvements in time of delivery. Results in Podujeva also show that citizens consider that procedures were simplified, with 64% agreeing and 16% fully agreeing. 15% do not agree and 5% do not agree at all. Combined, the satisfaction rate is 80% and the dissatisfaction rate is 20%. Respondents consider civil servants' explanations clear, and 71% combined express satisfaction with the guidance they receive. 51% agree and 20% fully agree, while 16% do not agree and 8% do not agree at all. Citizens also feel that institutions treat vulnerable groups with care, as 45% agree and 22% fully agree. 10% do not agree and 6% do not agree at all. Regarding access to the building for disabled people or parents with strollers, 15% fully agree and 39% agree, while 13% do not agree and 8% do not agree at all.

Satisfaction with improvement of public service delivery - Podujeva

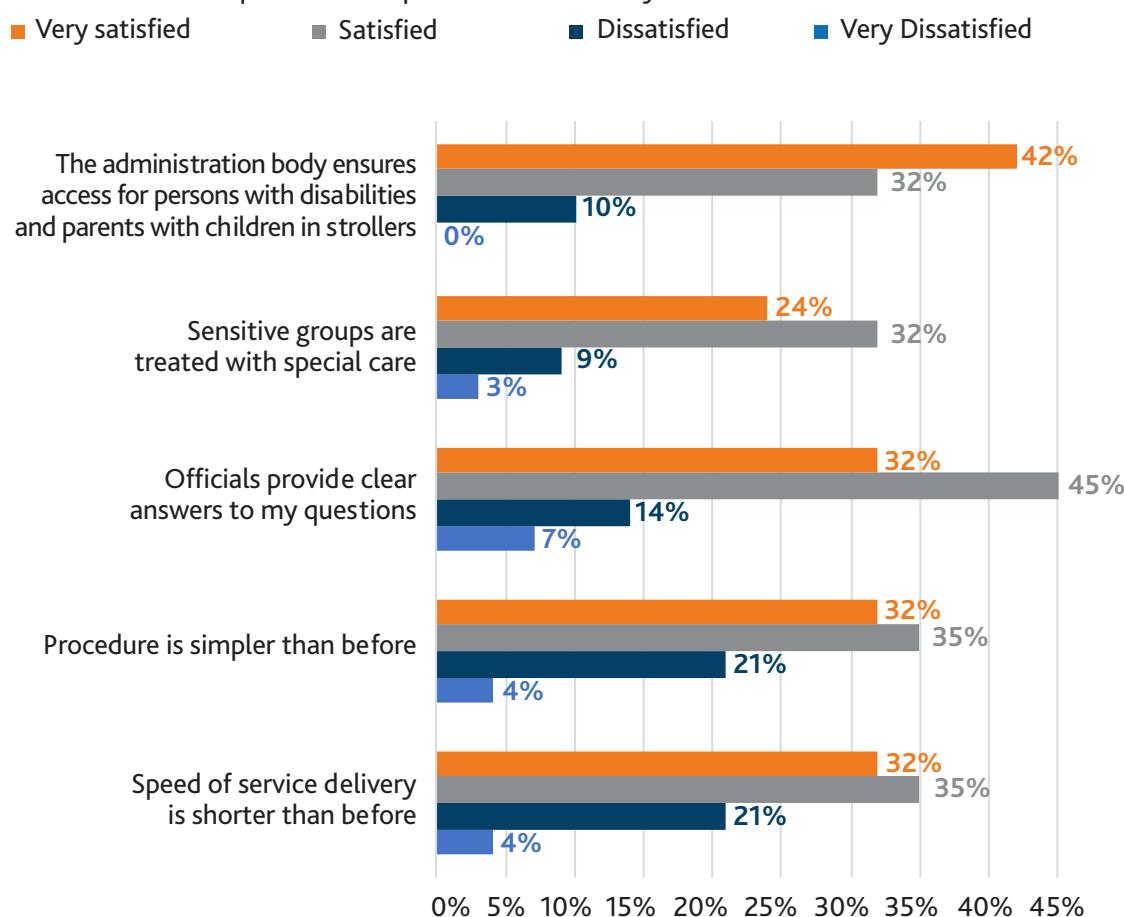
■ Very satisfied ■ Satisfied ■ Dissatisfied ■ Very Dissatisfied



### Prishtina

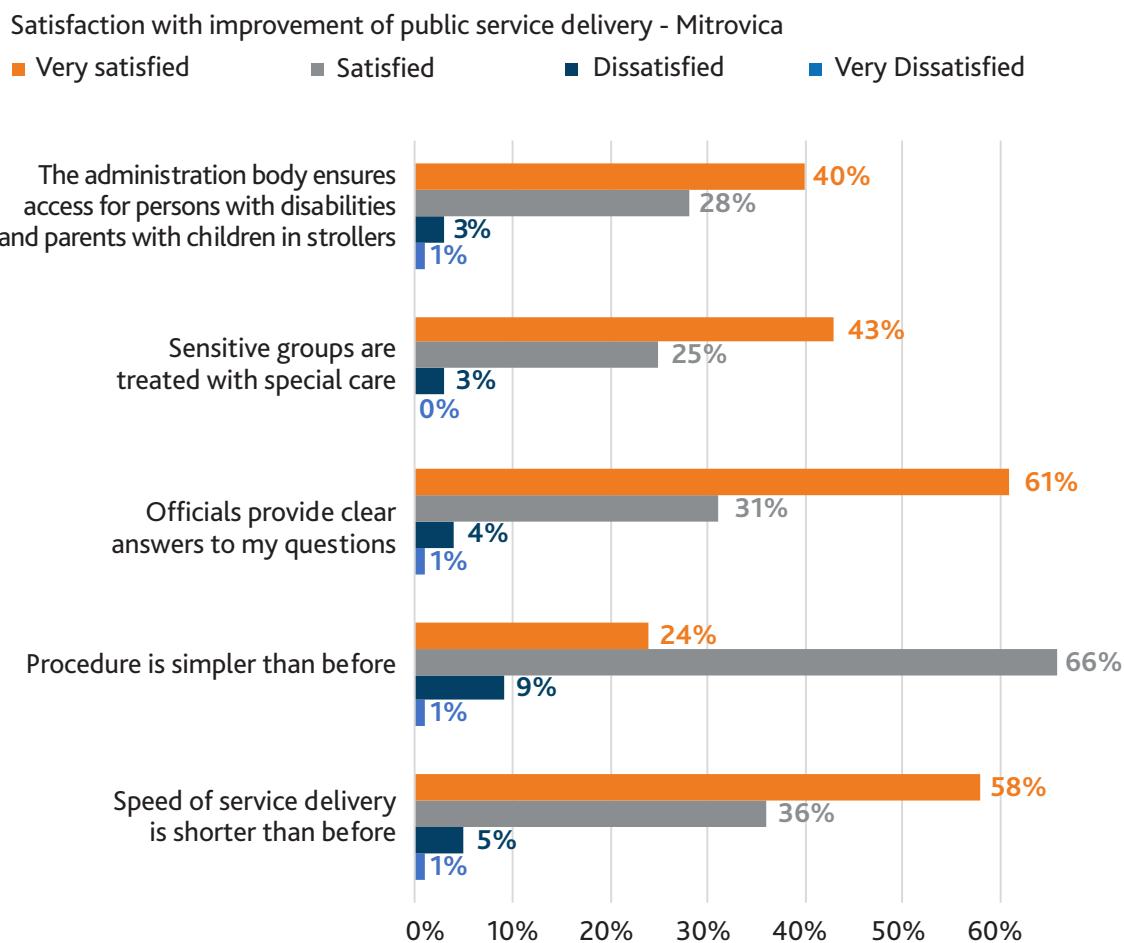
Perceptions of improvement over time are strong. 35% agree that service delivery has become faster and 32% fully agree, while 21% disagree and 4% fully disagree. Similarly, on the simplification of procedures 35% agree and 32% fully agree that procedures are simpler now, but 21% disagree and 4% fully disagree. Citizens rate the clarity of information positively, with 77% combined expressing agreement. 32% fully agree, 45% agree, 14% disagree and 7% fully disagree. Perceptions of institutional care for vulnerable groups such as people with disabilities, pregnant women and parents with children are on the agree side with a combined satisfaction of 56%. On this, 24% fully agree, 32% agree, 9% disagree and 3% fully disagree. Accessibility of buildings in Prishtina is considered as adequate for persons with disabilities and parents with strollers. On this issue, 42% of the respondents fully agree that the institutions give easy access, 32% agree, 10% do not agree and none fully disagrees. The total dissatisfaction rate in Prishtina is 74%.

Satisfaction with improvement of public service delivery - Prishtina



## Mitrovica

In Mitrovica, perceptions of improvement over time are generally positive with the improvements in the water service utility. On the speed of service improvement, 94% of citizens agree that the time required to receive a service has been reduced (58% fully agree and 36% agree), while only 6% disagree (5% disagree and 1% fully disagree). Similarly, on the simplification of procedures, 90% of respondents agree that procedures have become simpler, with 24% fully agreeing and 66% agreeing. Disagreement is very low, with 9% disagreeing and 1% fully disagreeing. Citizens rate the clarity of information provided by officials exceptionally highly, with 92% expressing agreement (61% fully agree and 31% agree). Only 4% disagree and 1% fully disagree. Perceptions of institutional care for vulnerable groups (people with disabilities, pregnant women, parents with children, etc.) are strongly positive, with a combined satisfaction of 68%. Of these, 43% fully agree and 25% agree that these groups are treated with special care. Only 3% disagree and none fully disagree, while 29% responded "I don't know." Accessibility of municipal buildings for persons with disabilities and parents with strollers is viewed favourably. 68% of respondents agree that adequate access is provided (40% fully agree and 28% agree), while only 4% disagree (3% disagree and 1% fully disagree) and 29% responded "I don't know."



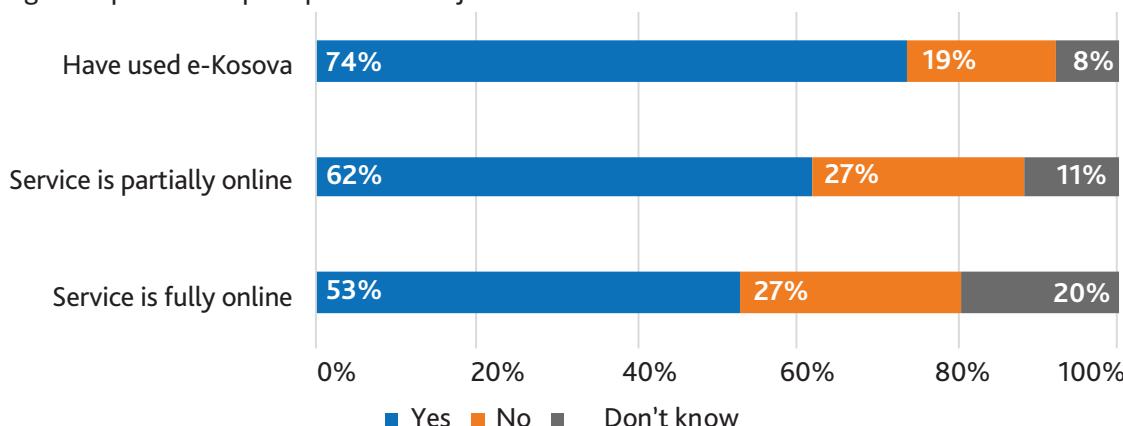
## Digital Improvements and e-Governance

The use of digital services differs significantly across the three municipalities, and overall availability remains limited. Partial online procedures, such as booking appointments, paying fees or submitting documents, are most accessible in Podujeva, where 62% of respondents were able to complete at least part of a service online. In contrast, only 13% of citizens in Prishtina and 11% in Mitrovica managed to complete any step digitally. Citizen satisfaction with electronic services through e-Kosova is measured on a 1–4 scale, and among those who have used the platform, satisfaction is consistently high in all three municipalities. Positive ratings (scores 3 or 4) reach 90% in Podujeva, 85% in Prishtina and 89% in Mitrovica.

### Podujeva

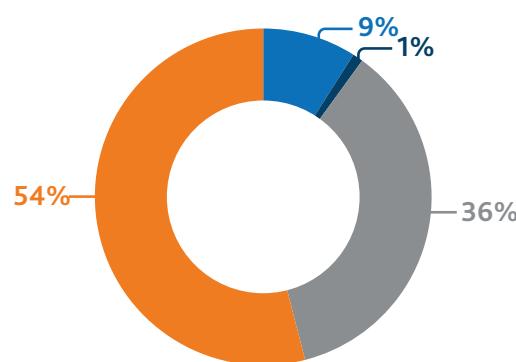
More than half of citizens, 53%, report having had the possibility to obtain the service entirely online, while 27% say no and 20% do not know. Regarding the possibility of completing at least part of the process online, such as booking appointments, paying fees or submitting documents, 62% confirm they could do so, compared to 27% who could not and 11% who do not know. Usage of the national e-Kosova electronic governance platform is notably high; 74% of respondents in Podujeva have already used e-Kosova services, 19% have not and 8% do not know. Among those who have used e-Kosova, satisfaction is very high, 90% rate the service positively (54% give the highest score of 4, 36% give 3), while only 10% are dissatisfied (9% score 1, 1% score 2).

Digital improvement perceptions - Podujeva



Satisfaction with e-Kosova - Podujeva

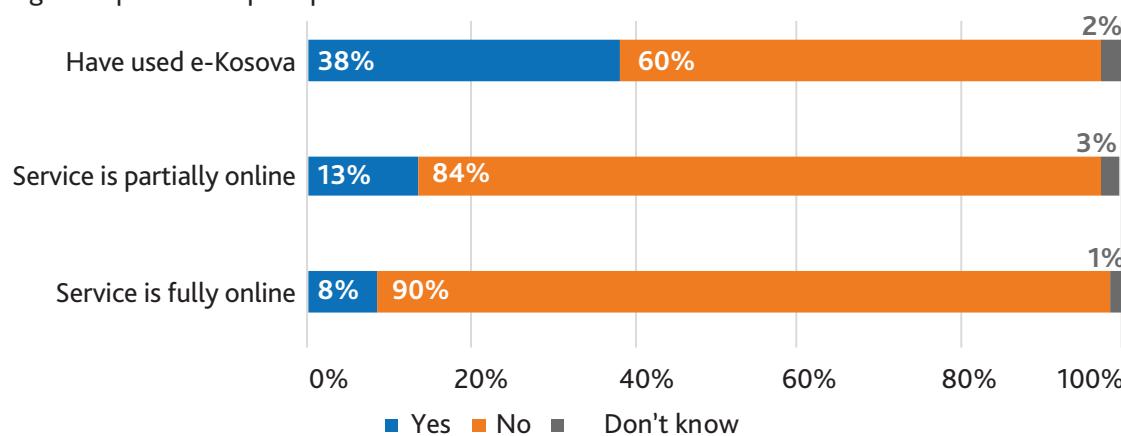
■ Very satisfied ■ Quite Satisfied ■ Moderately Satisfied ■ Satisfied



### Prishtina

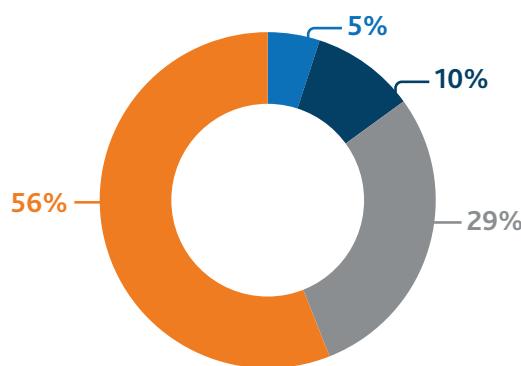
A large majority of respondents in Prishtina, 90%, report that they did not have the option to receive the service entirely online; only 8% could do so fully online, while 1% do not know. Similarly, 84% were unable to complete any part of the process online, with 13% managing to carry out some steps digitally and 3% reporting they do not know. Usage of the e-Kosova platform is also lower than in the other municipalities: 60% of respondents in Prishtina have used e-Kosova so far, while 38% have not and 2% do not know. However, among the minority who have used it, satisfaction is strong, 85% combined rate e-Kosova positively, 56% give the top score of 4 and 29% give 3. Only 15% express dissatisfaction, with 5% scoring 1 and 10% scoring 2.

Digital improvement perceptions - Prishtina



Satisfaction with e-Kosova - Prishtina

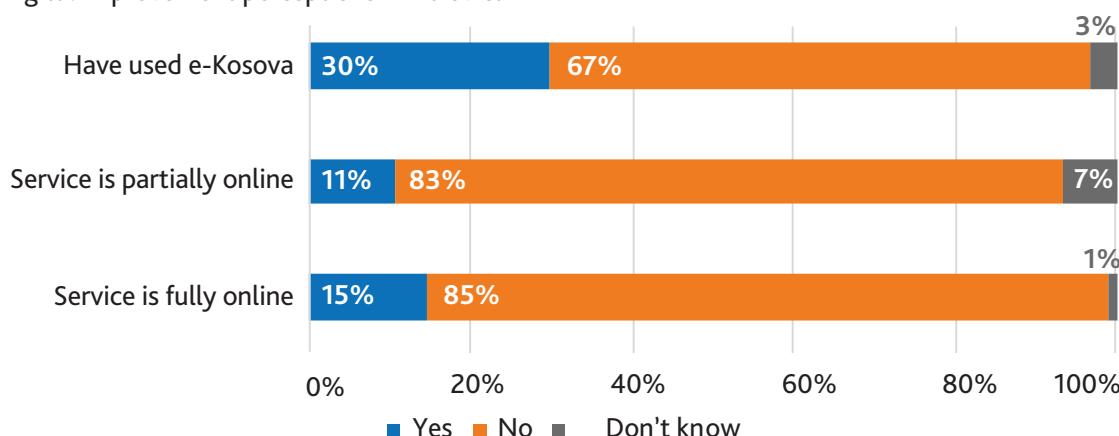
■ Very satisfied ■ Quite Satisfied ■ Moderately Satisfied ■ Satisfied



### Mitrovica

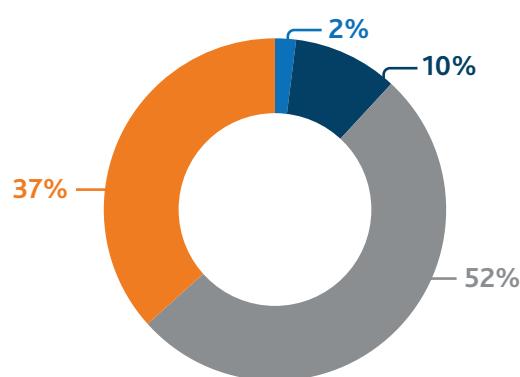
Citizens in Mitrovica face similar limitations to those in Prishtina. 85% report that it was not possible to obtain the service entirely online, and only 15% could complete it fully digitally, while 1% do not know. Likewise, 82% were unable to perform any part of the process online, with 11% managing to do so and 7% reporting they do not know. Experience with the e-Kosova platform remains limited: only 30% of respondents have used it to date, while 67% have never used it and 3% do not know. Among users, satisfaction is solid but slightly lower than in the other two municipalities: 89% combined rate the service positively, 37% give the highest score of 4 and 52% give 3. 12% express dissatisfaction; 2% score 1 and 10% score 2.

#### Digital improvement perceptions - Mitrovica



#### Satisfaction with e-Kosova - Mitrovica

■ Very satisfied ■ Quite Satisfied ■ Moderately Satisfied ■ Satisfied



## Citizen Feedback and Suggestions

Citizens responded to the two open-ended questions in the survey "Do you have any additional comments about the service you received?" and "Do you have any suggestions for improving the functioning of the public administration and the delivery of services?". The most frequent concerns relate to long waiting times, slow processing and insufficient staff, especially at payment counters. Many also mention billing and water-supply problems in Mitrovica, including missing bills and delayed meter readings. Across all municipalities, there is strong demand for more digital services, better-functioning and simpler procedures.

**Podujeva** respondents mainly point to slow service and limited guidance. Citizen comments in Podujeva focus largely on the need for faster service and clearer guidance. Respondents ask for expanded digital services, simplified procedures and better frontline staff organization. Calls for improved queue management and more staff at peak hours are frequent.

**In Prishtina**, comments often highlight poor queue organisation, unclear instructions and unprofessional staff behaviour. Citizen suggestions in Prishtina focus on queue organization, clearer instructions, more responsive staff and improved digital processes. Many ask for better communication, reduced waiting times and streamlined service points.

**In Mitrovica**, citizen comments focus largely on water-supply and billing concerns, including missing bills and delayed meter readings. Respondents also highlight slow processing and insufficient staff at payment counters. Suggestions call for improved billing systems, more staff, expanded digital options and clearer information at service points. The most common suggestions focus on expanding online services and digital payments, improving queue management through numbering systems, increasing staff capacity and strengthening communication and professionalism in service delivery.

Most common issues include:

- **Faster service delivery and reduced waiting times**, supported by more staff at high-demand counters.
- **Expanded digital services**, including more online applications, online payments and improved e-Kosova and e-kiosks.
- **Better queue management**, such as digital numbering systems and clearer organisation at service points.
- **More professional and consistent staff communication**, with clearer guidance and respectful treatment of citizens.

## Key Findings

The survey results reveal several important findings that relate directly to Kosovo's public administration reform goals and the EU/SIGMA principles of transparency, efficiency, accountability and citizen-centred service delivery. Citizens report generally positive experiences with essential services, reflecting progress in speed, staff behaviour and the simplification of procedures in many municipalities. These improvements align with PARS 2022–2027 objectives to streamline processes and strengthen service quality.<sup>11</sup>

At the same time, clear gaps remain between citizen expectations and institutional performance. Respondents frequently mention extended waiting periods, inconsistent service standards, limited guidance and uneven treatment across institutions. Issues such as poor queue management, insufficient staff capacity and unclear communication point to areas where administrative practices do not yet fully meet SIGMA principles for service delivery and digitalisation.<sup>12</sup> However, evidence of improvement is notable in areas such as faster service delivery, clearer information and greater uptake of digital services. Podujeva and Mitrovica citizens' perception shows more consistent progress.

Digital transformation emerges as one of the most significant challenges. While satisfaction with e-Kosova is high among users, the availability and actual use of online services remain uneven. Citizens in Prishtina and Mitrovica reported limited access to fully digital procedures, low awareness of online options and frequent technical or procedural obstacles. Kosovo's digitalisation process has advanced but is still incomplete, requiring stronger interoperability.

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<sup>11</sup> Public Administration Reform Strategy (PARS) 2022–2027, at: <https://kryeministri.rks-gov.net/wp-content/uploads/2023/01/PUBLIC-ADMINISTRATION-REFORM-STRATEGY-2022-2027.pdf>.

<sup>12</sup> SIGMA, The Principles of Public Administration, at [https://www.sigmapublications.org/content/dam/sigma/en/publications/reports/2023/11/the-principles-of-public-administration\\_5e68f805/7f5ec453-en.pdf](https://www.sigmapublications.org/content/dam/sigma/en/publications/reports/2023/11/the-principles-of-public-administration_5e68f805/7f5ec453-en.pdf).

## Conclusion

The survey results show that citizens in Kosovo increasingly perceive public administration services as faster, clearer and more digitally accessible. Reforms under PARS 2022–2027, the e-Governance Strategy 2023–2027 and the Administrative Burden Reduction Programme are beginning to produce visible improvements, especially in service speed, staff behaviour and procedural clarity. Overall satisfaction is quite high, suggesting a positive momentum in service delivery.

Perceptions of improvement are positive too, but uneven among the municipalities surveyed. Citizens note progress in waiting times and clearer procedures, yet inclusivity and accessibility remain limited, especially for persons with disabilities and other vulnerable groups. Digital services show strong potential: many citizens use e-Kosova and rate it highly, but fully online services are limited and institutional integration is inconsistent.

Overall, Kosovo's public administration is advancing but still short of fully meeting the principles of efficiency, accessibility and citizen-centricity stated in national reform strategies. Achieving consistent service standards, stronger coordination and full digital integration will be essential for building a modern and inclusive administrative system aligned with the country's governance and EU integration objectives.

## Recommendations

Kosovo's public administration can further strengthen service delivery by advancing several targeted improvements.

- **Strengthen transparency tools and information access.** Introduce proactive SMS or email updates, expand help-desk support and use multi-channel information tools such as signage, digital screens, QR codes and printed checklists to provide clear, consistent guidance.
- **Expand and stabilise e-Kosova services.** Digitalise core services such as civil status documents, tax and fee payments and utility payments, and ensure e-Kosova offers reliable online submission, tracking and payment options.
- **Improve accessibility for vulnerable groups.** Upgrade buildings with ramps, handrails and tactile paths and ensure e-Kosova supports reader-friendly access.
- **Improve staff professionalism and service conduct.** Provide regular customer-service training and ensure staff offer consistent, clear and respectful communication.

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