

ANNEX A: MODEL FOR THE REQUEST FOR THE RELEASE OF FUNDS

Annexes:

Summary of checks performed by relevant authorities on the steps for which funding is requested, including weaknesses identified and any corrective actions taken.

Fiche to be used for each step:

The step under review	<i>1.1.2.2. Data on salaries in the public service according to the new job classification regulation are published annually, easily accessible and broken down into categories, classes and positions.</i>
Baseline	<i>0% (2024)</i>
Deadline of the step	<i>June 2026</i>
Actual results	In the Human Resources Management Report for 2024, salary data are presented in a structured manner, disaggregated by categories, classes, and positions, as well as by institutional type. The report includes several key financial indicators, such as: - the public sector salary budget for the period 2022–2024 (expressed in millions), - the average gross salary from 2020–2024, - the average civil service salary by institution, - the average gross salary by category of officials, and - the average gross salary by professional category class. This same methodological approach will be applied in the Human Resources Management Report for 2025 (aimed to be approved by September 2026). Once the report is published, this step can be considered fully achieved, as salary data in the public service will have been published annually for two consecutive years.
Evidence provided	2.1. Human Resources Management Report for 2024 (p.33-37 and figures 11.-15) ang. Raporti për Menaxhimin e Burimeve Njerëzore 2024 Shtator 2025.pdf
Checks performed in the verification of the step and related findings	During verification of the step, all available and possible evidence has been collected and reviewed. The evidence has been listed down in the checklist on the conducted verification, and all documents supporting the verification have been properly stored (in order to ensure audit trail).

	The following checks were conducted: • All available documentation in line with the level of the achievement (as attached to this report) has been reviewed to verify the current stage of the reform step; • Compliance with the descriptive part of the reform step from the Commission Implementing Decision has been verified to the maximum possible extent and scope (as evidenced by the documentation available); • The attached documentation can confirm fulfilment of the reform step, as presented in this report;
Compliance with general principles and DNSH principle	<i>The implementation of the steps does not contravene the general principles outlined in Article 4 and 11(4) of Regulation (EU) 2024/1449 and Article 3 of the Facility Agreement.</i> <i>The implementation of the steps does not contravene the 'Do No Significant Harm' principle (DNSH).</i>
Double funding	<i>Contributions from third parties were not reported in support of the achievement of this step.</i>
Clear conclusion on the achievement of the step	This step is partially achieved. The implementation is postponed to the additional period (the grace period).



Republika e Kosovës

Republika Kosova – Republic of Kosovo

Qeveria – Vlada – Government

**Ministria e Punëve të Brendshme – Ministarstvo unutrašnjih poslova – Ministry of
Internal Affairs**

Human Resources Management Report 2024

September 2025



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Word of the Minister of Internal Affairs



In my capacity as Minister of Internal Affairs, I am pleased to approve and present to you the “Human Resources Management Report” for the year 2024. This report reflects our commitment to developing a professional and efficient public administration, which serves all citizens of the Republic of Kosovo with integrity and dedication.

During 2024, we continued our efforts to strengthen the legal framework for public officials, promote equality, and invest in training and capacity development in public administration. The report highlights key achievements, including the implementation of the Law on Public Officials and the Law on Salaries, the advancement of the HRMIS, and efforts to increase transparency and meritocracy in recruitment processes. Our joint achievements were also recognized and welcomed in the SIGMA report published in January 2025, which clearly shows the progress achieved in Kosovo compared to the previous assessment of 2021 and in relation to countries of the region. The removal of the Republic of Kosovo from the lists of countries with fragile institutions issued annually by the World Bank and the International Monetary Fund is further evidence that public administration reforms are bringing tangible results for our citizens and measurable by the most prestigious organizations in the world.

I am particularly pleased with the increased representation of women in the civil service and the progress in creating opportunities for young people and underrepresented groups. S by institutions and its linkage with the salary system, the completion of job classifications and the creation of an inclusive administration. We will also continue to invest in training and development through the strengthening of KIPA, to ensure that our civil servants have the necessary knowledge and skills to serve citizens with professionalism.

I commend the work of all officials of the Ministry of Internal Affairs and those who contributed to the drafting of this report, and I thank SIGMA for the support provided during its drafting. Together, we will continue to build a public administration that is worthy of the trust of the people of Kosovo and we will continue to take the necessary steps to strengthen the professionalism and efficiency of the civil service.

Honestly,

Xhelal SVEÇLA

1. Introduction

This report has been prepared in accordance with Article 13 (1.10) of Law No. 08/L-197 on Public Officials (LPO), which stipulates that the Ministry responsible for public administration shall prepare and publish the annual report on human resources management. Furthermore, Article 16 of the said law obliges the Human Resources Management Units in institutions to draft an annual report on human resources management, submit it for approval to the highest administrative leader by 31 January of the following year and, after approval, forward it to the Department for Management of Public Officials (DMPO) by 15 February of the following year.

Referring to the provisions above, the DMPO prepared the annual report on human resources management for the year 2024. The report provides statistical data on human resources management in public institutions of the Republic of Kosovo. The report is limited to data on institutions and public officials that are regulated by Law No. 08/L-197 on Public Officials and Law No. 08/L-196 on Salaries. Most of the data in the report are focused on civil servants.

The report was prepared with the support of SIGMA, based on a combined statistical and analytical approach, which includes data compilation through descriptive statistics, trend analysis, and comparisons between institutions, sectors and demographic groups over a three-year period, where data were available. The data are presented visually through graphs and tables, while a series of key performance indicators (KPIs) are calculated and analyzed, such as workforce distribution, recruitment and retention rates, recruitment effectiveness, gender representation, professional development, staff movements, salary structure, integrity in the civil service, and work organization.

To ensure the quality of the report, a structured data quality control process was followed, including cross-checking across sources. The main data sources include the Human Resources Management Information System (HRMIS), institutional reports, and data from the salary system. However, the process faced significant limitations, as many state administration institutions have not yet finalized their internal organization in accordance with Law No. 06/L-113, have not fully defined the status of public officials, and have not completed the classification process. These shortcomings, combined with difficulties in data collection and processing, may have affected the accuracy of the results presented herein.

Some institutions continue not to use the HRMIS, as required by Article 19 of Law No. 08/L-197, or only use it partially, not utilizing all its modules. In some cases, data are incomplete or not updated by the responsible officials, which limits the quality of human resources planning and reporting. Although the HRMIS is now fully operational, its regular and updated use remains essential for improving data and reporting.

During 2024, the DMPO received reports on human resources management from a total of 86 institutions, submitted according to the standardized format distributed at the beginning of the year. Of these, 27 are municipalities, 12 are independent agencies, independent constitutional institutions and other independent institutions, while 47 belong to the state administration and public service institutions. All these reports have been included in the analysis of this annual report.

This report has been prepared according to the methodology agreed with SIGMA and approved by the Minister of Internal Affairs. Since this is the first year that the report has been drafted in this format, the process of preparing the methodology, consultations and data collection has required more time, as a result of which the report could only be published in the second half of the year. In the coming years, it is intended that the report be published within the first quarter of the following year for the reporting period.

The data used reflect the situation until 31 December 2024, unless another period is specified.

2. General statistics on public officials



Total number
83,387



44,744 (54%)



38,613 (46%)

Average gross
salary

€ **755**



Central
Administration

35,435 (42%)



Local
Administration

43,222 (52%)



Independent
Agencies

783 (1%)



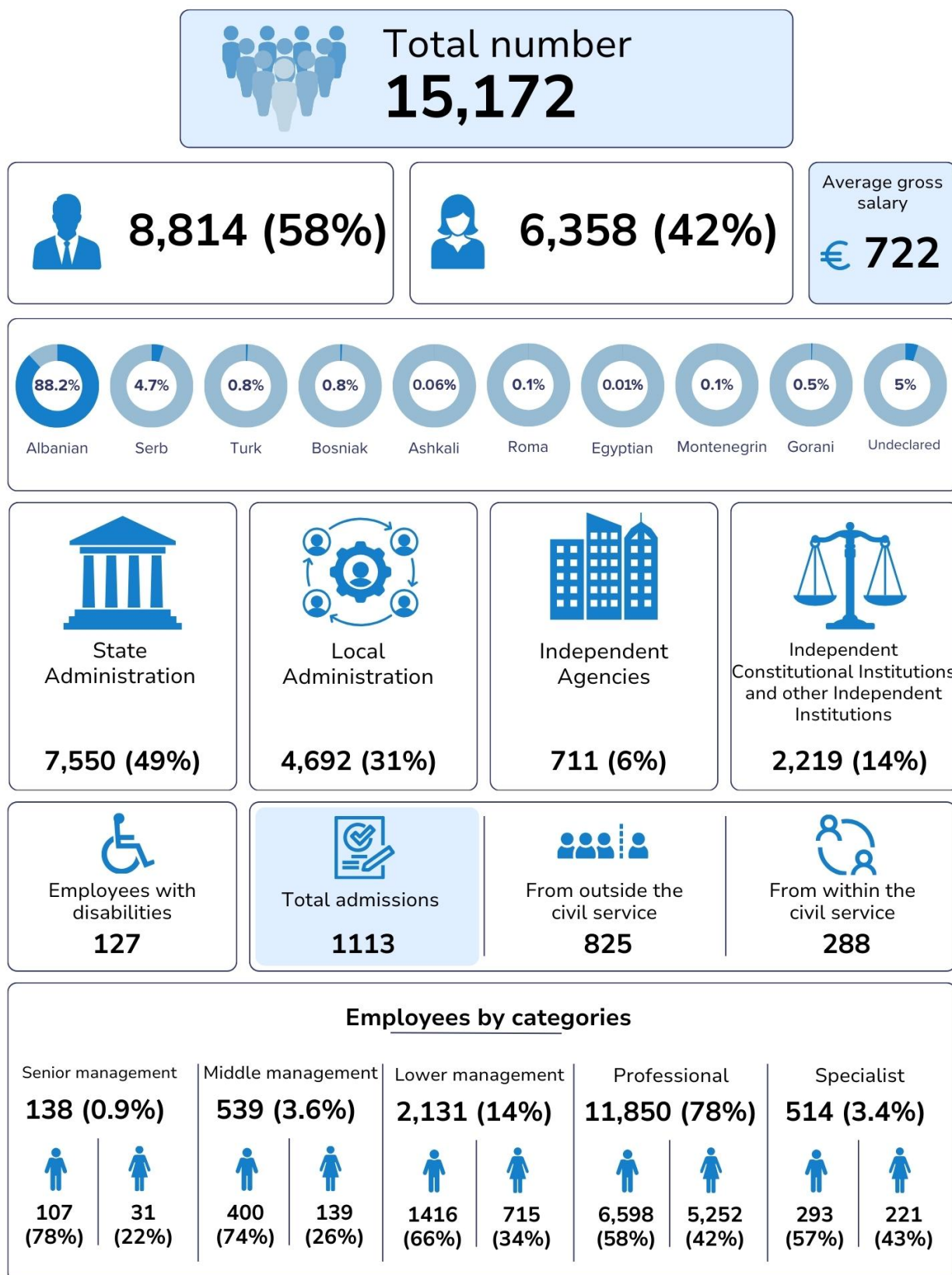
Independent
Constitutional Institutions
and other Independent
Institutions

3,947 (5%)

Public Officials by status

Civil servant	Public servant	Technical support staff	Art creators and performers	Cabinet officials	Others (Excluded from the scope of the LCS – Law on Civil Service)
15,172 (18.2%)	43,378 (52%)	7,196 (8.6%)	438 (0.5%)	699 (0.8%)	16,504 (19.8%)

3. General statistics on civil servants



4. Main legislative and organizational developments

4.1. Legal Framework on Public Officials

In recent years, Kosovo has witnessed significant legal developments that have impacted human resource management in the public sector. In February 2023, Law No. 08/L-196 on Salaries in the Public Sector entered into force, while in September of the same year, Law No. 08/L-197 on Public Officials entered into force. Both laws were subject to constitutional review, and the Constitutional Court declared some of the provisions as unconstitutional and repealed them, while it also ordered the amendment of some other provisions, but both laws as a whole passed the Court's review.

The purpose of the Law on Public Officials is to establish the legal basis for the employment of public officials in the institutions of the Republic of Kosovo, namely to determine the rules and principles that regulate the admission, classification of positions, change and termination of employment, rights and obligations related to the employment relationship, as well as other issues related to the employment relationship of public officials in the institutions of the Republic of Kosovo. This Law applies to all public officials in public institutions of the Republic of Kosovo, with the exception of the institutions listed in Article 3 thereof. In order to ensure the most effective implementation of the law, the DMPO has drafted the following bylaws, which have been approved by the Government of the Republic of Kosovo and the Ministry of Internal Affairs:

1. Regulation (GRK) 15/2023 on Admission Procedure in the Civil Service.
2. Regulation (GRK) No. 01/2024 on the discipline of civil servants.
3. Regulation (GRK) No. 02/2024 on the transfer of civil servants.
4. Regulation (GRK) No. 03/2024 on the establishment of employment relationships with fixed-term contracts.
5. Regulation (GRK) No. 04/2024 on working hours, holidays and attendance of public officials.
6. Regulation (GRK) No. 05/2024 amending and supplementing Regulation (GRK) No. 15/2023 Admission Procedure in the Civil Service.
7. Regulation (GRK) No. 06/2024 on classification of jobs in the civil service.
8. Regulation (GRK) No. 19/2024 on the procedures for the selection and appointment of directors, deputy directors, teachers, professional associates, assistants, instructors and secretaries in public educational and training institutions (PETI) of pre-university education.
9. Regulation (GRK) No. 26/2024 on the evaluation of work results.
10. Regulation (GRK) No. 27/2024 on vacancy announcement procedures for technical and support employees.
11. Regulation (GRK) No. 28/2024 on suspension from employment.
12. Regulation (GRK) No. 29/2024 on the termination of employment in the civil service.
13. Regulation (GRK) No. 30/2024 on the Procedure for the Admission of Public Service Servants in the Health Sector
14. Regulation (GRK) No. 05/2025 on Performance Evaluation in the Health Sector
15. Regulation (MIA) No. 02/2024 on the assessment of professional inadequacy in the civil service.

16. Regulation (MIA) No. 03/2024 on personnel planning.
17. Regulation (MIA) No. 04/2024 on beneficiaries of civil service scholarship schemes.
18. Regulation (MIA) No. 05/2024 on the Individual File and the Human Resources Management Information System

Regarding Law No. 08/L-196 on Salaries in the Public Sector that entered into force in February 2023, the purpose of this law is to create a unique salary system in the public sector, which includes the principles and rules for determining the salary, as well as building a transparent and manageable system of salaries and allowances, where the main element is the basic salary. In addition to the law, the Government has also approved 14 bylaws in order to ensure its implementation in practice, while the Ministry of Finance, Labor and Transfers two other acts, as follows:

1. Regulation (GRK) No. 01/2023 on the allowance for advanced license for pre-university education officers
2. Regulation (GRK) No. 02/2023 on the allowances of the health system employees
3. Regulation (GRK) No. 03/2023 on the functional allowance for creators and performers of art and culture
4. Regulation (GRK) No. 04/2023 on the compensation of members of the foreign service of the Republic of Kosovo who perform their duties abroad
5. Regulation (GRK) No. 05/2023 on basic salary and work experience for employees in the public sector
6. Regulation (GRK) No. 06/2023 on compensation for official travel and representation expenses
7. Regulation (GRK) No. 07/2023 on compensation for caregiving, night work and overtime work
8. Regulation (GRK) No. 08/2023 on the allowances of the public sector employees
9. Regulation (GRK) No. 09/2023 on the functional allowance
10. Regulation (GRK) No. 10/2023 on compensation for additional functions
11. Regulation (GRK) No. 11/2023 on experts
12. Regulation (GRK) No. 17/2023 on supplementing and amending Regulation (GRK) No. 02/2023 on the allowances of the health system employees
13. Regulation (GRK) No. 22/2024 on experts (repealing Regulation 11/2023)
14. Regulation (GRK) No. 24/2024 on compensation of members of the foreign service of the Republic of Kosovo serving abroad and the compensation of operational expenses (repealing Regulation 04/2023)
15. Regulation (MFPT) No. 01/2023 on compensation for other administration staff working abroad
16. Regulation (MFPT) No. 02/2023 on allowance on labor market conditions

Furthermore, in order to facilitate the process of internal organization of institutions, the Government approved through Decision No. 08/226 of 23/10/2024 the Catalogue of Civil Service Jobs, which contains about 1536 job titles of the professional category, including administrative classes and groups with the relevant fields of study for each of the job titles. The catalogue was prepared by the working group established by the Ministry of Internal Affairs, under the leadership of the Department for Management of Public Officials (DMPO), in cooperation with the Ministry of Finance, Labor and Transfers, as well as the representative of the Human Resources Management Units at the local level. During the drafting process and following its finalization, the draft catalogue was comprehensively consulted with all relevant institutions, including the collection of written comments and the organization of workshops.

4.2. Institutional framework for civil service management

4.2.1. Department for Management of Public Officials

The Department for Management of Public Officials (hereinafter DMPO) is a department within the Ministry of Internal Affairs, responsible for proposing and monitoring the implementation of policies concerning public officials with the aim of ensuring a sustainable, professional civil service, based on merit, moral integrity and political impartiality in the service of citizens, businesses and institutions of the Republic of Kosovo.

Article 13 (2) of Law No. 08/L-197 on Public Officials stipulates that the Ministry responsible for public administration shall establish a responsible administrative unit that exercises the powers granted by this law. Based on Regulation 01/2021 on Internal Organization and Systematization of Jobs of the Ministry of Internal Affairs, the Department for Management of Public Officials is the administrative unit responsible for exercising the powers granted by the Law on Public Officials.

The DMPO includes four divisions in its structure:

- Division for Salary Policies and Functional Structures Development;
- Division for Human Resources Policies and Public Administrations Capacities Development;
- Division for Development of Recruitment and Inspection;
- Division for Administration of Human Resource Management Information System.

During 2024, the DMPO continued to implement its role in the implementation of the Law on Public Officials and the Law on Salaries by providing legal advice and clarifications to all institutions on the implementation of the laws. During 2024, the DMPO organized several workshops with all Human Resources Management Units where recruitment procedures, performance evaluation, job classification and legal changes were discussed.

Regarding functional structures, the DMPO has continued to provide comments and prepare preliminary approval for the Minister for regulations on the internal organization of state administration institutions, as well as advisory opinions for other institutions. In the exercise of its functions, the DMPO provided comments and preliminary approval/advisory opinions for over 50 regulations on the internal organization of institutions during 2024, as well as led the restructuring processes of state administration institutions. Furthermore, the DMPO provided comments and consent for regulations drafted by other institutions that relate to the employment relationship of public officials.

Regarding recruitment procedures, the Law on Public Officials stipulates that the DMPO is the unit responsible for developing recruitment procedures for state administration institutions. However, Article 98 of the Law provides that the centralized recruitment procedure by the DMPO will begin to be implemented 18 months after the entry into force of the law. Since decentralized recruitment will continue until the end of March 2025, the DMPO did not implement recruitment procedures during 2024.

During this period, the DMPO advanced staff capacities by filling most of the vacancies. Five positions have been filled through permanent transfers, while the positions of the Director of the Department and the Head of the Division for Development of Recruitment and Inspection have been filled through recruitment procedures. In addition, six (6) other positions have been filled through recruitment procedures. Three (3) officials have left the DMPO during this period, one due to retirement and two because of transfers to other institutions.

The current number of employees at the DMPO is twenty-three (23), of which 16 are women and 7 are men. The remaining positions are in the process of being filled through the Young Cell Scheme scholarship beneficiaries.

4.2.2. Kosovo Institute for Public Administration

The Kosovo Institute for Public Administration is an executive agency within the Ministry of Internal Affairs and is responsible for implementing policies and strategies for training, professional development and capacity building in the civil service.

In its organizational chart, the Kosovo Institute for Public Administration (hereinafter referred to as KIPA) has a total of 19 job positions, while it currently has 15 employees. In 2024, the KIPA completed the process of restructuring and systematization of jobs. During 2024, recruitment processes were conducted for four (4) vacant positions, three (3) for Division Heads and one (1) for Senior Officer, which have been filled. There are currently four (4) vacant positions that will be filled in the future.

During 2024, the KIPA trained over 2,000 civil servants in various fields, including General Management, Administration and Legislation, Human Resources Management, Budget and Finance, and Information Technology.

One of the important priorities of the Kosovo Institute of Public Administration (KIPA) during 2024 was international cooperation with renowned international schools and institutes of public administration, as well as with international organizations operating in Kosovo. These agreements and cooperations were focused on the exchange of professional experiences and the advancement of training practices for civil servants. Agreements with institutes and schools of public administration abroad aimed at creating a platform for the exchange of professional knowledge and experiences. This cooperation helped in the adoption of the most advanced methods to address the needs of public administration in Kosovo. During the period 2022 - 2024, the KIPA signed cooperation agreements with eleven (11) organizations:

No.	KIPA's Cooperation Agreements 2022 – 2024	Date/Year
1.	Kaunas University of Technology - Lithuania	14/04/2022
2.	Stellenbosch University (SU) South Africa	22/06/2022
3.	Uganda Management Institute (UMI)	25/06/2022
4.	The University of LA VERNE	09/08/2023
5.	Ludovika University Hungary	13/05/2024
6.	National Democratic Institute	15/05/2024
7.	University Agency of Francophonie	24/04/2024
8.	SPMA-University of Pretoria	20/05/2024
9.	Terre Des Hommes	03/04/2024
10.	Polish School of Public Administration	26/07/2024
11.	UN WOMEN	23/09/2024

Table 1. List of KIPA's cooperation agreements 2022-2024 (source: KIPA Annual Report 2024)

4.3. Human Resources Management Information System (HRMIS)

The Human Resources Management Information System is a central electronic system that serves for the management of human resources for all public institutions of the Republic of Kosovo, as defined under Article 19 of Law No. 08/L-197 on Public Officials. The Ministry of Public Administration is responsible for the creation, maintenance and administration of the Human Resources Management Information System.

The HRMS currently contains three main applications:

- the unique database of personal and professional data, as well as other data on the employment relationship for each employee in the public institution, including their employment history: as well as the application modules for human resources management on the platform: <https://hrmis.rks-gov.net>
- the unique website of vacancy announcements and appointment procedures for civil servants, public service employees, creators and performers of art and culture, as well as technical and support employees. <https://konkursi.rks-gov.net/>
- Electronic testing and assessment platform for candidates for admission to the civil service: <https://testimi.rks-gov.net>

The human resources management application enables the electronic implementation of the following activities: creation and approval of personnel plans, the announcement of recruitment procedures, preliminary verification, candidate evaluation, the establishment of admission committees, the appointment of winning candidates, the management of civil servant contracts, the evaluation of the probationary period, the transfer of officials, the drafting of the annual work plan, the performance evaluation, the requests and approval of leave, disciplinary procedures, the termination of the employment relationship, the generation of reports on civil servants by age, gender, ethnicity, leave, recruitment procedures,

performance evaluation, the administration of organizations, the management of roles and users and other actions necessary for the management of human resources.

The HRMIS is connected to the Civil Registry system, the official accounts system (Active Directory), the Attendance Management System, and the KIPA training system. During 2024, the HRMIS was also connected to the Trust, as a result of which candidates are no longer required to submit the Trust certificate during the application, as it is generated by the HRMIS at the time of application. Currently, the DMPO is working on connecting the HRMIS with the salary system.

After the entry into force of Law No. 08/L-197 on Public Officials, the HRMIS was updated to reflect the legal changes and from November 2023, just about one month after the entry into force of the new law, the first recruitment procedures under the new legal provisions were announced.

On 8 October 2024, the Minister of Internal Affairs approved Regulation (MIA) No. 05/2024 on the Individual Case File and the Human Resources Management Information System, which aims to determine the rules for the content, administration, management, and use of the individual case file and the HRMIS. The regulation defines the responsibilities of the DMPO regarding the administration of the HRMIS, and for the first time sets out the rules regarding the manner and duration of storage of documents and other data in the HRMIS.

The DMPO is continuously ensuring that the HRMIS is functional 24/7 so that interested candidates can apply for recruitment procedures at any time.

4.4. Salary system

The Ministry of Internal Affairs, namely the DMPO, as the institution responsible for drafting policies and overseeing the implementation of legislation in the field of salaries, has continuously taken care of advancing policies in the field of salaries and salary allowances in the public sector.

The salary system for public officials in Kosovo is regulated exclusively by Law No. 08/L-196 on Salaries in the Public Sector. This law stipulates in Article 2 that the rules and conditions for determining the salary of employees in the public sector are exclusively regulated by this law and may be regulated by other bylaws only when expressly provided for by this law. This system aims to ensure transparency, equality in treatment and standardization of salaries throughout the public sector.

The entry into force of the Law on Salaries in 2023 ensured that the public sector salary system is uniform, including detailed procedures and rules for determining the salary in the public sector and creating a transparent and manageable salary and remuneration system. In February 2023, following the entry into force of the Law No. 08/L-196 on Salaries, the Ministry of Internal Affairs functionalized three joint committees with the Treasury, with the aim of implementing Decision No. 04/128, dated 16/02/2024, of the Government of Kosovo, which determined the equivalence between the old salary system and the new system based on the new law on salaries. The mandate of these committees was to ensure that salaries are based on the classification of jobs, the institution's internal regulations, job descriptions and

employment contracts. In October 2024, the process of equivalence of the old salary system with the new system, based on the new salary law, was successfully completed. During this period, requests from institutions for about 18,000 employees were reviewed.

4.5. Internal Organization and Classification of Jobs

During the end of 2023 and 2024, significant progress was made in the internal regulation of state administration institutions (ministries, executive agencies and regulatory agencies). By the time of the adoption of this report, 13 out of 15 ministries (86%) have approved regulations on internal organization and systematization of jobs, while the remaining two are in the final stages of drafting regulations, after receiving comments from the DMPO. As for the agencies, so far 27 of them or about 51% have approved the regulations on internal organization (including 4 in 2025). The process of approving internal regulations in state administration institutions has been significantly accelerated, with 22 regulations approved in 2024, a total of 9 in 2023, only 3 in 2022, and 1 regulation each in 2021 and 2020. This represents a significant increase compared to previous years. This trend shows a strong commitment to strengthening internal governance and increasing efficiency in the state administration. All these regulations have been reviewed several times by the DMPO and have finally received the prior approval of the Minister of Internal Affairs, based on the comments of the DMPO. In order to support and facilitate issues of internal organization and classification of jobs, at the proposal of the DMPO, the MIA issued Guidelines No. 03/2023 on the Organization and Functioning of the State Administration and Independent Agencies and Guidelines No. 04/2023 on the Evaluation of Jobs for the Purpose of Their Classification.

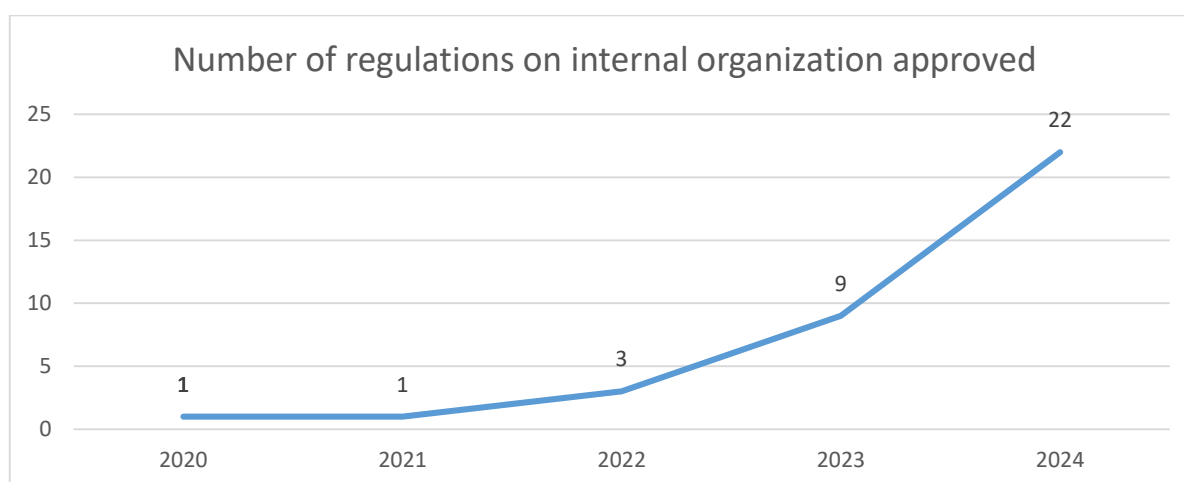


Figure 1: Number of regulations on internal organization

The process of drafting regulations on internal organization, especially at the local level, has also been facilitated with the approval of the catalog of civil service jobs by the Government of the Republic of Kosovo in October 2024.

During 2024, the DMPO also chaired the restructuring commissions of state administration institutions and participated actively in the development of procedures and implementation of

the restructuring and systematization process of public servants. So far, 63% of ministries have completed the restructuring process, while 37% of the agencies have completed the restructuring. Overall, about 43% of state administration institutions have completed the job restructuring process.

5. Statistics on the structure of the civil service in 2024

5.1. Total number of civil servants by category and gender

The Law on Public Officials determines in Article 38 the classification procedure in the civil service, which is specified through Regulation (GRK) No. 06/2024 on the Classification of Jobs in the Civil Service.

Thus, according to the Law and the Regulation, civil service positions are classified into five (5) categories as follows:

- **Senior management category (SMC)** which includes: the secretary general, the director general in an independent and regulatory agency, the executive director and deputy director of an executive agency, as well as equivalent positions;
- **Middle management category (MMC)** which includes the position of department director and equivalent positions;
- **Low management category (LMC)** which includes the position of division leader and equivalent positions;
- **Specialist category (SC)** which includes professionals in fields that require specific training; and
- **Professional category (PC)** which includes professional officials.

The law provides that each civil service position is classified as part of a specific class based on the job description. The first four categories have only one class, while the professional category consists of three classes: Professional 1, Professional 2 and Professional 3.

The classification of all positions in the civil service is essential as the Law on Salaries determines the coefficients for the majority of civil servants according to their classes, while Article 14 thereof determines that the classification of a particular civil service position is made based on the rules for the evaluation and classification of job positions, according to the provisions for the classification of civil service positions.

The new Law on Public Officials, which defines the scope of the civil service and other categories of public servants, has brought change in the size or total number of civil servants, compared to previous periods, as some institutions have been excluded from the scope of the law. The total number of civil servants in the civil service of Kosovo at the end of 2024 is 15,172. At the general level of the civil service, the average gender representation is 58% male and 42% female. The level of gender representation does not show major differences between the levels of public institutions, except in the category of Independent Constitutional Institutions and other independent institutions, where the percentage of female representation is much higher, 59% compared to the male representation which is 41%. In the state administration category, 63% of civil servants are male and 37% are female. In local administration institutions, 58% are male and 42% are female. In independent agencies, 57% are male and 43% are female (see Table 2).

	State administration ¹		Local administration ²		Independent agencies ³		Independent constitutional and other institutions ⁴		% per category		Total
	M	F	M	F	M	F	M	F	M	F	
Senior management category	52	16	0	0	27	10	28	5	77%	23%	138
Middle management category	257	69	0	0	56	13	87	57	74%	26%	539
Lower management category	679	386	592	213	73	55	72	61	66%	34%	2131
Professional category	3547	2164	1986	1620	346	294	719	1174	56%	44%	11850
Specialists	116	96	165	116	12	9	0	0	57%	43%	514
Total	4651	2731	2743	1949	514	381	906	1297	8814	6358	15172
	63%	37%	58%	42%	57%	43%	41%	59%	58%	42%	

Table 2: Number of civil servants by category and gender

Regarding gender representation by category, in the senior management category, men account for 77% of positions, while women account for only 23%, which shows that the difference in representation of women in senior management positions is higher. In the middle management category, the percentages are 74% men and 26% women, reflecting similar challenges for the advancement of women. In the low management category, the difference improves with 34% women and 66% men, which shows a better presence of women in operational management. In the professional category, the ratio approaches gender balance: 56% men and 44% women. In the specialist category, women account for 43% of the total, below men who account for 57%.

Based on the gender representation data by category, a clear inequality is observed in the senior and middle management categories, where the number of men is much higher. In the senior management category, only 23% of positions are held by women, while in the middle management category their percentage reaches 26%, indicating that the challenges for the inclusion of women in management positions remain evident. Meanwhile, in the specialist and professional categories, the gender gap is smaller and the presence of women improves, reaching approximately balance. This shows that, although women are more represented in professional positions, there is still a significant gap in management positions, which underlines the need for affirmative policies and strategies for the advancement of women in the higher levels of the civil service.

Article 101 of the Constitution stipulates that “The composition of the civil service shall reflect the diversity of the people of Kosovo, taking into account the internationally recognized principles of gender equality.” In order to achieve gender equality in public

¹Office of the Prime Minister, Ministries, Executive Agencies and Regulatory Agencies

²38 Municipalities of the Republic of Kosovo

³Agencies established under Article 142 of the Constitution of the Republic of Kosovo

⁴Independent Constitutional Institutions, Presidency of the Republic of Kosovo, Constitutional Court of the Republic of Kosovo, Justice System, Assembly of the Republic of Kosovo

institutions, the Law on Public Officials has determined in Article 50 that candidates from among communities, the category of people with disabilities and the underrepresented gender, if they meet the conditions for appointment under this law, have priority for appointment to the vacant position, in order to meet the representation quota or the quota required by law. While Article 13 (5) of Regulation (GRK) No. 15/2023 on the Procedure for Admission to the Civil Service, stipulates that public institutions, in order to achieve equal gender representation in public institutions, may open a recruitment procedure only for members of the underrepresented gender. In this regard, during 2024, public institutions opened five (5) recruitment procedures dedicated only to women, in which 217 applicants applied.

5.2. Civil servants by ethnicity

Article 61 of the Constitution of the Republic of Kosovo stipulates that “Communities and their members shall be entitled to equitable representation in employment in public bodies and publicly owned enterprises at all levels, including in particular in the police service in areas inhabited by the respective Community, while respecting the rules concerning competence and integrity that govern public administration.” Furthermore, Article 101 of the Constitution stipulates that “The composition of the civil service shall reflect the diversity of the people of Kosovo and take into account internationally recognized principles of gender equality.”

The right to representation in public institutions is also provided for in Article 10 of Law No. 08/L-197 on Public Officials, which stipulates that in central public institutions, a minimum of ten percent (10%) of the positions in all categories of public officials must be filled by members of communities that are not in the majority in Kosovo and who meet the admission criteria, while at the municipal level, the number of positions for members of communities is filled in accordance with the percentage of the population in that municipality.

According to data from the HRMIS, in the Kosovo civil service, 88.2% of employees are Albanians, Serbs constitute 4.7%, the Turkish and Bosniak communities each account for 0.8%, while other groups, which include the Roma, Egyptian, Ashkali, Gorani, etc., account for 0.45%. 5% of civil servants have not declared their ethnic affiliation in the HRMIS (Table 3).

Ethnicity	State administration		Local administration		Independent agencies		Independent constitutional and other institutions		Total in numbers	Total in %
Albanian	6777	91.8%	4040	86.1%	844	94.3%	1728	78.0%	13389	88.2%
Serbian	340	4.6%	318	6.8%	18	2.0%	35	1.6%	711	4.7%
Turkish	55	0.7%	50	1.1%	8	0.9%	6	0.3%	119	0.8%
Bosniak	49	0.7%	53	1.1%	6	0.7%	15	0.7%	123	0.8%
Ashkali	2	0.03%	7	0.15%	0	0%	0	0%	9	0.06%
Roma	7	0.09%	7	0.15%	0	0%	1	0.05%	15	0.1%
Montenegrin	1	0.01%	1	0.02%	0	0%	0	0%	2	0.01%
Egyptian	6	0.08%	9	0.19%	0	0%	0	0%	15	0.10%
Gorani	7	0.09%	21	0.45%	0	0%	0	0%	28	0.18%
Undeclared	138	1.9%	186	4.0%	19	2.1%	418	19.0%	761	5.0%
Total	7382	100%	4692	100%	895	100%	2203	100%	15172	100%

Table 3: Civil servants by ethnicity and level of administration

Regarding representation by institutions, in state administration institutions, 91.8% of civil servants are Albanians, while the Serbian community makes up 4.6%, Turks 0.7%, Bosniaks 0.7%, others 0.3%, while 1.9% of civil servants have not declared their ethnicity. In the local administration, Albanians make up 86.1%, Serbs 6.8%, Turks 1.1%, Bosniaks 1.1%, others 1.0% and 4.0% have not declared their ethnicity. In independent agencies, Albanians make up 94.3%, while Serbs are 2.0%, Turks 0.9%, Bosniaks 0.7%, and 2.1% have not declared their ethnicity. In the independent constitutional agencies and independent institutions, Albanians make up 78.0% of civil servants, Serbs 1.6%, Turks 0.3%, Bosniaks 0.7%, others only 0.05%, while 19.0% of civil servants have not declared their ethnicity.

In order to achieve the quotas set out in the law, the Government has undertaken a series of affirmative measures. Initially, Article 50 of the Law on Public Officials stipulates that candidates from among communities, the disabled category and the underrepresented gender, if they meet the conditions for appointment under this law, have priority for appointment to the vacant position, in order to meet the representation quota or the quota required by law. Furthermore, Article 13 (4) of Regulation (GRK) No. 15/2023 on the Procedure for Admission to the Civil Service provides for the possibility of opening recruitment procedures only for members of underrepresented communities, in order to meet the quota provided for by law. In addition, Article 5 of Regulation 15/2023 requires that all vacancy announcements contain the note that “Non-majority communities and their members, persons with disabilities and the underrepresented gender have the right to fair and proportional representation in the civil service of Kosovo, as specified in the LPO”. All these affirmative measures have been undertaken with the aim of ensuring the representation of underrepresented communities in the civil service, in accordance with legal obligations.

The DMPO, at the request of the Prime Minister, has requested all central institutions to open recruitment procedures only for underrepresented communities. During 2024, public institutions, in order to fill the quota, have opened 43 recruitment procedures dedicated only to members of underrepresented communities. A total of 1398 applicants have applied in these procedures. This number of vacancy announcements and applicants shows the commitment of institutions to ensure the representation of communities in public institutions, but also the interest and willingness of members of non-majority communities to become part of the civil service.

Among the main challenges to ensuring the monitoring of quota fulfillment is the fact that the determination of the community to which each applicant belongs is based solely on the candidate's own declaration, and there is no legal way to verify it. For this reason, the data is not always accurate, given that about 5% of civil service employees do not declare their ethnic affiliation, and a significant number of new recruits do not declare their ethnic affiliation.

5.3. Civil servants with disabilities during 2024

Article 11 of the Law on Public Officials establishes the obligation for every public institution to employ persons with disabilities, providing them with appropriate working conditions, and that is one (1) person with disabilities for every fifty (50) employees in that institution. Moreover, the same obligation also applies to public institutions with less than fifty (50) employees that must employ at least one (1) person with a disability. Paragraph 3 of the same article stipulates that public institutions, in order to fill the quota, may open a recruitment vacancy announcement under the provisions of this law only for persons with disabilities.

As with community members, Article 50 of the Law on Public Officials stipulates that candidates from communities, the disabled category and the underrepresented gender, if they meet the conditions for appointment under this law, have priority for appointment to the vacant position, in order to meet the representation quota or the quota required by law. As for the vacancy announcements of recruitment procedures, the regulation also requires the same note as for communities, that persons with disabilities have the right to fair and proportional representation.

From Table 4 it can be seen that the number of civil servants with disabilities in the civil service according to the data in the HRMIS is 127. Of these, 85 are employed in the state administration, 37 in the local administration, only 1 in an independent agency, and 4 in independent constitutional institutions and other independent institutions..

Type of institution	Number of civil servants with disabilities
State administration	85
Local administration	37
Independent agencies	1
Independent constitutional Institutions and other independent institutions.	4
Total:	127

Table 4: Number of civil servants with disabilities during 2024

During 2024, public institutions, in order to fill the quota, opened 4 recruitment procedures dedicated only to persons with disabilities. 81 people have applied in these vacancy announcements. As with members of underrepresented communities, a challenge is the fact that neither applicants nor civil servants are obliged to declare their disability, and the data that institutions have are based on the officials' own declarations.

5.4. Civil servants by age group

The categorization by age group is done starting from the youngest age group 18-30 years, then the age groups 31-40, 41-50, 51-60 and 61-65 years. It is worth noting that the division of the age group 61-65 years is to provide a clear overview of the number of civil servants who are expected to retire in the next five years (Table 5).

Age categories (by age and year of birth)	Number of employees	In percentage
18-30 (1994-2005)	990	6.5%
31-40 (1984-1993)	3875	25.5%
41-50 (1974-1983)	4217	27.8%
51-60 (1964- 1973)	3912	25.8%
61-65 years (1959-1963)	1810	11.9%

Table 5: Civil servants by age group

The distribution of civil servants by age group shows that the largest share belongs to the age group 41–50 years with 27.8%, followed by the age group 51–60 years with 25.8% and the age group 31–40 years with 25.5%. The age group 18–30 years constitutes only 6.5% of the total, while the age group 60–65 years represents 11.9%. For a portion of 2.4% of employees

in independent constitutional institutions and other independent institutions, age data was missing, as the civil servants were not registered in the HRMIS.

The demographic structure of civil servants shows that the workforce is mainly concentrated in the middle age group (41–60 years), constituting over half of the total. The participation of young people (18–30 years) is relatively low, which indicates the challenge of involving the younger generation in public administration. In addition, the presence of a significant percentage in the age group 60–65 years indicates the proximity of a part of the staff to the retirement age, making early planning for replacement and knowledge transfer necessary.

5.5. Vacant positions in the civil service

Given that a considerable amount of time had passed since the full implementation of Law No. 06/L-114 on Public Officials (in force from July 2020 to September 2023), and during this period the number of recruitment procedures, especially in state administration institutions, was very limited, a large number of civil service positions remained vacant. Furthermore, according to this law, recruitment procedures were initially internal procedures, i.e. where only current civil servants within the system could apply, which presented additional difficulties for institutions to fill vacancies.

The year 2023 is the period when public institutions announced a larger number of recruitment procedures, in order to fill vacant positions. Given that not all institutions have completed the process of drafting regulations on internal organization and consequently of the classification of jobs, there are no current data on the number of vacant positions in all institutions.

However, the most accurate number of vacant positions in the civil service can be understood through the planning of institutions during the drafting of personnel plans. Based on Article 13 (1.9) of the LPO, the Ministry responsible for public administration is responsible for drafting and approving the general personnel plan, based on the personnel plans of the institutions.

The Minister of Internal Affairs in July 2024 approved the general personnel plan, based on the staffing plans submitted by one hundred and five (105) institutions through the HRMIS. The 2024 personnel plan provided for 4,961 vacant positions, of which 2,980 vacant positions in the civil service. According to the institutions, in 2024, 1,817 vacant positions were in state administration institutions, 123 in independent institutions and independent agencies, and 1,040 at the local level.

Category	State administration	Independent institutions and agencies	Municipality	Number of vacant positions
Senior Management Category	35	7	-	42
Middle Management Category	57	13	-	70
Low Management Category	258	25	195	478
Professional Category	1467	78	845	2390
Total:	1817	123	1040	2980

Table 6. Vacant positions in the civil service at the beginning of 2024

As can be seen from the table above, regarding management positions, there were a total of 42 vacant positions in the civil service in the senior management category, while there were 590 vacant positions in all management categories.

Article 35 of Law No. 08/L-197 on Public Officials stipulates that in the event that a management position in an institution remains vacant, the acting officer for that position may be appointed in writing by the NAO. In the HRMIS, all institutions have the opportunity to determine whether the official is acting or not when appointing officials to the respective positions. However, since only a small number of officials in the HRMIS have been determined to be acting, those data cannot be presented in this report. Regarding the positions of the senior management category, given that the number of ministries and agencies is precisely determined, the DMPO has accurate data regarding the acting officials in the senior management category positions in the state administration institutions, which it will present below:

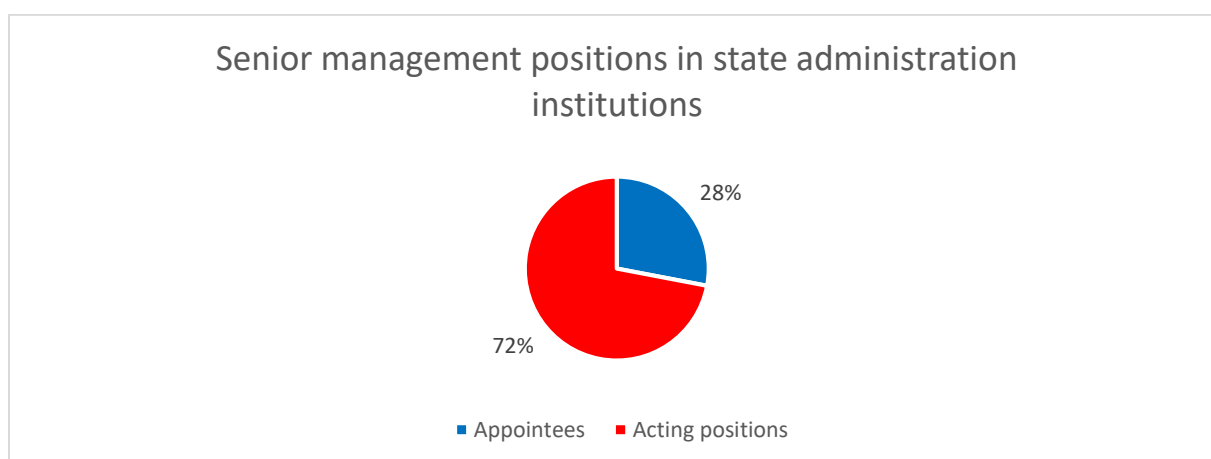


Figure 2 - Acting positions in the senior management category in state administration institutions

As can be seen, a large number of senior management positions during 2024 have been vacant and have consequently been filled with acting appointments. However, as shown by the following data regarding vacancies, there is an increasing trend in the number of recruitment procedures for the senior management category – 31 vacancies during 2024 alone. Furthermore, a number of recruitment procedures for this category of officials are still in the process of implementation.

As for other management categories, since not all institutions have finalized their internal regulations and classification, there is no exact number of vacant positions. Therefore, the number of acting positions during 2024 can only be calculated taking into account the number of vacant positions determined during 2024, i.e. in state administration institutions there are 57 positions at the middle management level and 258 at the low management level. However, it should be taken into account that these data are taken from the general personnel plan, drafted according to the plans submitted by the institutions and therefore do not include all public institutions. Hence, the number of vacant positions and acting positions may be higher.

Regarding the implementation of the personnel plan, below is a chart with the planned positions and positions announced during 2024 by all institutions.

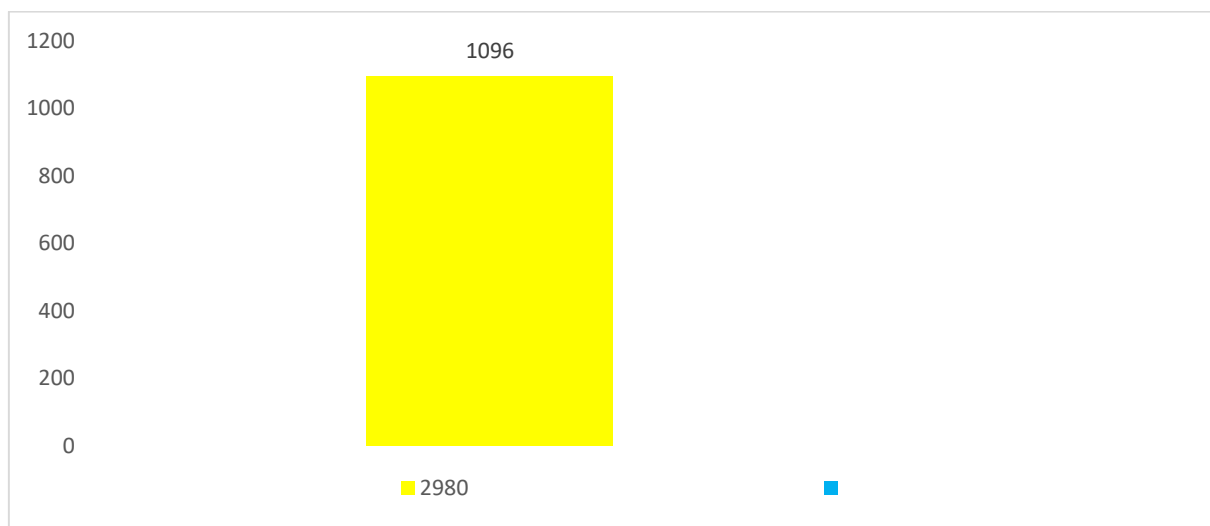


Figure 3 – Implementation of the personnel plan during 2024

The graph shows that, during 2024, the general personnel plan envisaged filling 2,980 vacant positions in all categories, but by the end of 2024, only 1,096 civil servants had been appointed. Thus, only about 37% of the planned positions were filled during 2024, while a large number of them were in process and were carried forward to be completed during 2025.

6. Statistics on civil service recruitment procedures in 2024

6.1. Civil service vacancy announcements

In 2024, a total of 1,638 vacancies for employment in the civil service were announced, with the highest number in the state administration (878 vacancies), followed by the local level (621 vacancies), independent agencies (104 vacancies), and constitutional institutions (35 vacancies). These data show a significant increase in vacancies at the central level compared to previous years, especially in the state administration where the number has almost doubled compared to 2023. It should be clarified that the recruitment procedures implemented under Law No. 06/L-114 on Public Officials during 2022 and 2023 also include internal recruitment procedures, for parallel movements and promotion, where only the civil servants within the institutions had the right to apply. Meanwhile, with the entry into force of Law No. 08/L-197 in September 2023, all recruitment procedures are open to all interested candidates.

Data for all years and levels of public administration are provided below:

Type of institution	Number of vacancy announcements 2022	Number of vacancy announcements 2023	Number of vacancy announcements 2024
State administration	421	451	878
Local level	991	853	621
Independent agencies	92	75	104
Independent constitutional institutions and independent institutions	//	//	35

Total vacancy announcements	1504	1379	1638
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Table 7: Vacancy announcements by administration levels for the years 2022, 2023 and 2024

6.2. Vacancy announcements and applications by categories of officials and years 2022-2024

The following table presents data on the number of vacancies, applicants and participants in the recruitment process for the years 2022, 2023 and 2024 by employee category.

Years	Category	Senior management category	Middle management category	Lower management category	Professional category	Specialist category	Total
2022	No. of vacancy announcements	31	43	272	1158	n/a	1504
	No. of applicants	163	78	524	7418	n/a	8183
	Who passed the verification.	34	16	107	2989	n/a	3146
	Test participants	30	12	93	2163	n/a	2298
	Who passed the test.	30	11	92	1479	n/a	1612
	Average number of applicants per announcement	5.26	1.81	1.93	6.41	n/a	5.44
2023	No. of vacancy announcements	26	38	235	1080	n/a	1379
	No. of applicants	186	128	727	13579	n/a	14620
	Passed verification	56	35	232	4150	n/a	4473
	Test participant	30	27	158	2163	n/a	2298
	They passed the test.	30	25	151	1788	n/a	2010
	Average number of applicants per vacancy announcement	7.15	3.37	3.09	10.30	n/a	10.60
2024	No. of vacancy announcements	73	81	256	1194	34	1638
	No. of applicants	859	996	4588	50890	570	57903
	Passed verification	253	298	1480	19966	127	22124
	Test participant	164	199	732	9125	86	10306
	They passed the test.	164	52	250	2097	55	2612
	Average number of applicants per vacancy announcement	11.77	12.30	17.92	42.62	16.76	35.30

Table 8: Vacancy announcements and applications by categories of officials and years 2022-2024

The data show an increase in the average number of applicants for each vacancy announcement across years. In 2022, each vacancy announcement had an average of 5.4 applicants, while in 2023 this average increased to 10.6 applicants per vacancy announcement. The largest increase is evident in 2024, where there were an average of 35.3 applicants for each vacancy announcement.

In addition to the increase in the total number of applicants, the data show that a much smaller proportion of applicants have passed the documentation verification stage, which means that they have not fulfilled the formal criteria according to the announced conditions. Moreover, even among those who have passed the verification, participation in the test has been lower. This situation is particularly pronounced in 2024, where although there were over 57 thousand applications, only about 22 thousand have passed the verification, and about 10 thousand have participated in the test.

During the years 2022 to 2024, the number of vacancies and applicants in the civil service has undergone significant changes, reflecting a general increase in interest in civil service positions in various professional and management categories. In all three years, an improvement is observed in the percentage of candidates who pass the verification and participate in the tests, with significant changes between 2022 and 2024. These data suggest comprehensive efforts to stimulate professional development and improve the competencies of candidates, contributing to the advancement and efficiency of the recruitment system in the administration.

However, during 2024, the percentage of candidates who passed the written test over those who entered the test is significantly lower, reaching only 25%, compared to 87% in 2023 and 70% in 2022. This change emphasizes the importance of creating a new question bank and a well-organized structure for the professional assessment of candidates in the written test, ensuring a fairer, more transparent and appropriate process for the level of competence required. For this reason, the DMPO, with the support of SIGMA, is drafting the new question bank which will start to be used soon, aiming to improve the assessment process and ensure a higher standard in the testing of candidates.

The opening of recruitment to all interested parties from outside the civil service in 2023 through the new law is an important factor that has led to the increase in the number of applicants and vacancy announcements. Based on the data, it can be seen that new opportunities are being created for candidates outside the civil service, opening up great avenues for broader inclusion and diversification of the candidate profile. As a result, we have seen a significant increase in applications, especially in the middle and lower level categories, where the number of applications has increased significantly. Among the main aspects, this increase has also influenced the improvement of competitiveness and the increase of selection standards, bringing in young and motivated candidates who can meet the requirements for positions in the civil service. In general, these changes are contributing to the development of the recruitment system and the strengthening of the service's capacities.

It is important to note that the vacancy announcements during 2022 and 2023 were conducted according to the provisions of Law No. 06/L-114 on Public Officials, which initially provided for internal recruitment processes (movement within the category and promotion) and then external vacancy announcements. Specifically, in 2022 only 377 out of a total of 1504 procedures (about a quarter) were open to the public, while in 2023 this number increased to 544 out of 1539 procedures, representing a significant improvement compared to the previous year. The biggest change occurred in 2024, when, in accordance with the provisions of the new law, all 1638 vacancy announcements were open to all interested candidates. This transition reflects a more open approach, increasing transparency, competitiveness and equal opportunities for all applicants. The figure below shows only the procedures open to all interested parties during the years 2022-2024.

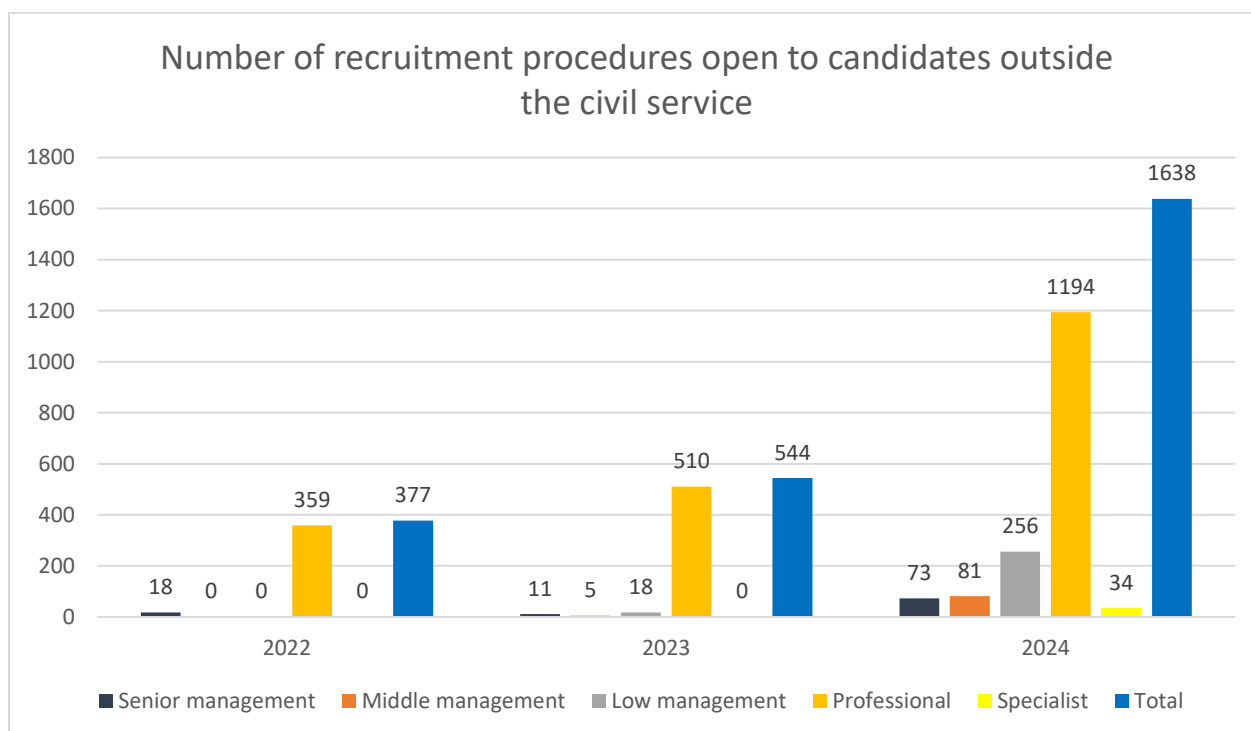


Figure 4: Number of recruitment procedures open to candidates outside the civil service

6.3. Appointments in the civil service during the years 2022-2024

As shown in Table 9 below, during 2024 there was a significant increase in the number of civil servants recruited; a total of 1113 persons were recruited into the civil service, i.e. 44.5% more compared to 770 in 2023. In 2023, 770 civil servants were appointed, while during 2022 there were 747 appointments. A description of more detailed data for each category of civil servants according to Table 9 below will be provided in the following sections.

Year	Level	Gender		Origin of appointments		Ethnicity			Total per category	Total
		M	F	From outside the civil service	Within the civil service	Albanian	Non-majority committ ee	Undeclared		
2022	SMC	4	0	0	4	4	0	0	4	747
	MMC	7	3	0	10	9	1	0	10	
	LMC	62	34	0	96	90	6	0	96	
	PC	335	302	320	317	581	31	25	637	
	Total	408	339	320	427	684	38	25		
	In %	45%	55%	43%	57%	92%	5%	3%		
2023	SMC	2	2	0	4	4	0	0	4	770
	MMC	11	3	0	14	14	0	0	14	
	LMC	64	31	1	94	92	3	0	95	
	PC	324	333	385	272	599	17	41	657	
	Total	401	369	386	384	709	20	41		

	SMC	52%	48%	50%	50%	92%	5%	3%		
2024	MMC	11	1	2	10	11	0	1	12	1113
	LMC	21	10	5	26	31	0	0	31	
	PC	83	64	27	120	144	1	2	147	
	SMC	328	578	788	118	720	50	136	906	
	SC	8	9	3	14	11	2	4	17	
	Total	451	662	825	288	917	53	143		
	In %	41%	59%	74%	26%	82%	5%	13%		

Table 9: Appointments in the civil service during 2022-2024

The figure below shows the trend of gradual increase in the number of civil service appointments over the last three years. In 2022, a total of 747 people were appointed, in 2023 this number marked a slight increase reaching 770 appointments, while the most significant increase occurred in 2024, when a total of 1,113 people were appointed to civil service positions.

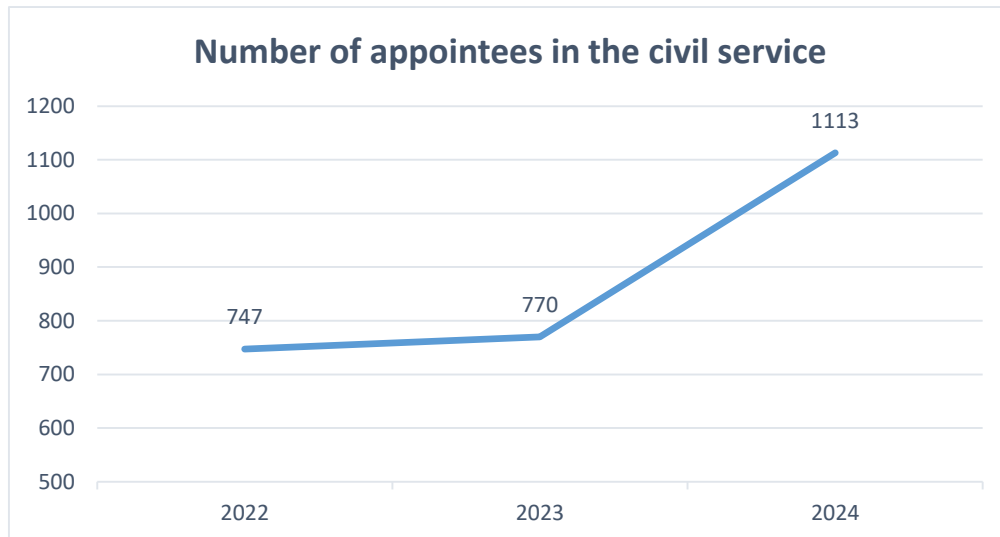


Figure 5: Number of civil service appointees over the last three years

The appointments during 2022 and 2023 include appointments from both internal and open recruitment procedures. While the recruitment procedures during 2024 are all open recruitment procedures. The figure below only shows those appointed through procedures open to all interested parties.

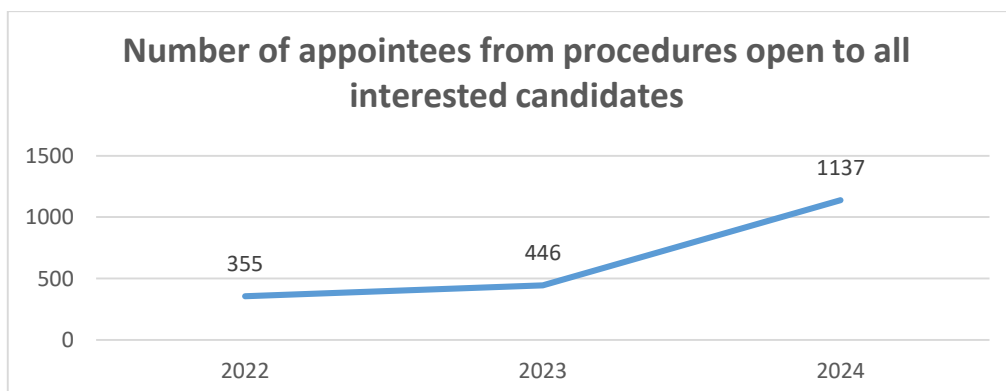
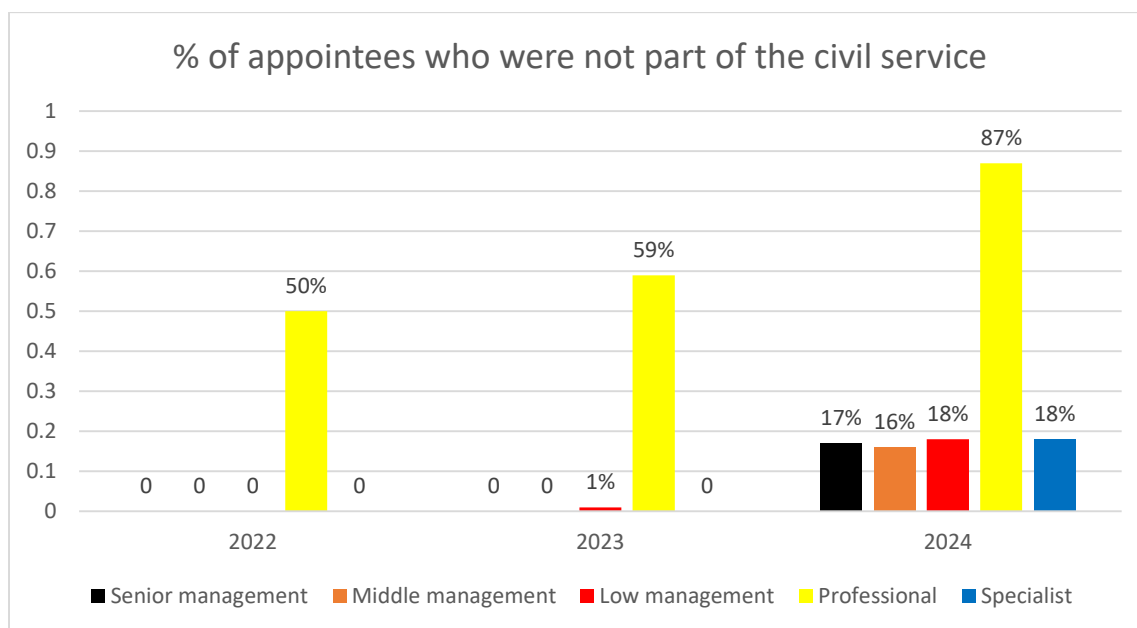


Figure 6: Number of appointees from procedures open to all interested candidates

As can be seen from the data, the opening of vacancy announcements has led to a significant increase in the number of external procedures and has enabled a wider inclusion of candidates, improving competitiveness, transparency and meritocracy in the civil service. It is important to note that out of the 1113 appointees in 2024, a total of 825 appointees have never been part of the civil service, while 285 appointments were made from within the civil service. So, about 74% of the appointees are new from outside the civil service, compared to 50% in 2023 and 43% of the appointees in 2022 were from outside the civil service. It should be clarified that appointments from within the civil service are through open recruitment procedures. The percentage of appointees who have not previously been in the civil service by category is shown in the graph below:

**Figure 7: % of appointed candidates who were not part of the civil service**

The statistics of appointees from outside the civil service show a significant increase in 2024 compared to 2022 and 2023, where for the first time significant percentages were recorded at all levels, including management categories. During 2022 and 2023, during the period of implementation of the previous law, none of the appointees in the management categories were from outside the civil service (1% of the appointees from outside the civil service in 2023 in the low management category belong to the period of implementation of Law No. 08/L-197). However, the number of appointments from outside the civil service in the senior, middle and low management categories remains relatively low (around 16-18%), while in the professional and specialist categories it is higher at around 87%. This shows that, although vacancy announcements are open to all categories, most appointments at management levels still come from within the civil service, thus preserving the necessary professionalism and experience within the public administration. At the same time, the opening of vacancy announcements has enabled the refreshing and expansion of capacities at professional levels by bringing new professionals into the civil service.

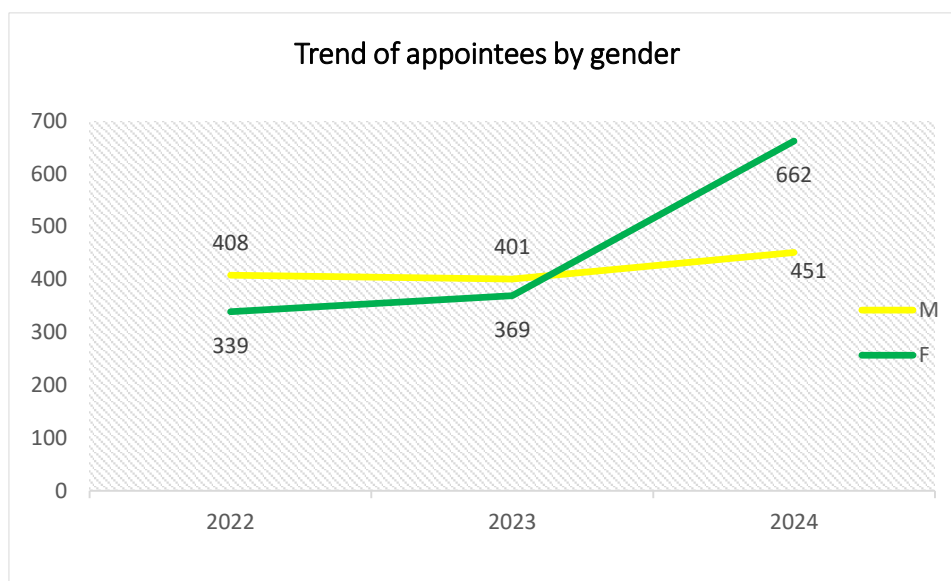


Figure 8: Trend of appointees by gender

The figure above shows the trend of civil service appointments during the years 2022–2024, disaggregated by gender. In 2022, men accounted for a higher number of appointments (408), compared to 339 women appointees. This trend continued in 2023, with 401 men and 369 women appointed. In 2024, for the first time, a significant increase in the number of women appointees was observed, reaching 662, while the number of men appointees also increased, but more moderately, reaching 451. Thus, since the entry into force of the Law on Public Officials, about 59% of the appointments are women. This trend shows a continuous advancement of the representation of women in the civil service, especially in 2024, changing the ratio of the number of appointments in favor of the female gender.

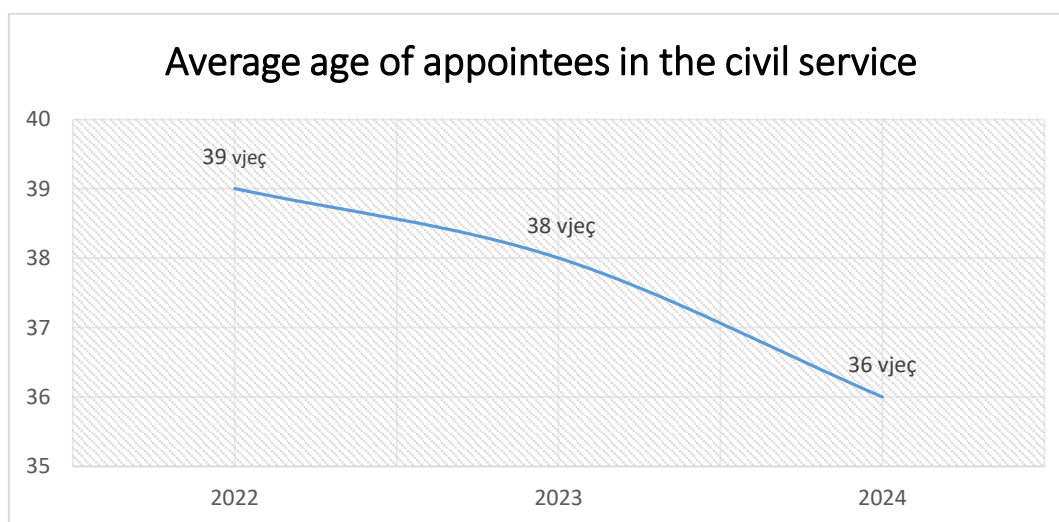


Figure 9: Average age of appointees in the civil service over the past three years

Data on the average age of civil service appointees show a positive trend in the average age of staff recruited during the period 2022–2024. The gradual decrease from 39 years in 2022 to 36 years in 2024 shows that more young employees are being included in the public administration, which can contribute to refreshing capacities, energy and new ideas within state institutions. This trend is in line with efforts to increase competitive and open vacancy announcements to all interested candidates. Reducing the average age of appointees is of particular importance for the civil service, as it brings a better balance between the experience

and energy of civil servants. The integration of younger staff helps to improve flexibility, adaptability to changes and the use of new technologies, thus increasing efficiency and innovation in the administration. Furthermore, this trend helps create a more dynamic and long-term sustainable work environment that prepares institutions for the challenges of the future.

The youngest civil service appointee in 2024 was 18 years old and woman from the non-majority Ashkali community. The oldest appointee was 62 years old, man and from the Serb community. These data show that the civil service is becoming more open and inclusive for all groups in society. The appointment of a new 18-year-old official from the Ashkali community shows that opportunities are being provided for young people and for communities that have previously had less representation in the civil service. On the other hand, the appointment of a 62-year-old official from the Serb community shows that experienced and older people also have a place in the administration. This shows that a balance is being maintained between youth and experience in work.

6.4. Efficiency in recruitment procedures

The data show that the efficiency of recruitment procedures has had a slight downward trend during 2022 and 2023, with an average time of around 102-104 days from the opening of the vacancy announcement to the appointment of the employee. However, in 2024 this time has increased to 116.2 days, indicating a longer time to complete the procedures. This increase in the time to complete the procedure may be a consequence of the increase in the number of open vacancy announcements and the inclusion of more candidates, which requires more time for preliminary verification and professional assessment. The large number of complaints in the recruitment procedure, and the time until the decision of the IOBCSK, as explained below, has also affected the extension of the completion of the recruitment procedure. This average does not include the period of at least 21 days specified under the Preliminary Law for the notification that was made for the opening of the procedure. If that period is also taken into account, in 2024 there is a decrease in the number of days for the completion of the recruitment procedure. However, it is important to continue working to improve this aspect, so that the recruitment procedures are faster and more efficient without compromising the quality of the selection. At the senior management level and the level of specialists, an increase in the duration of the procedure completion is observed during 2024, which in many cases has been reported due to the procedure for selecting the external member of the admission committee, while in the cases of senior management level, also the establishment of the committee and the appointment of the candidate by the Government.

	2022	2023	2024
Senior management level	318.6	114.6	175.5
Middle management level	94.3	110.3	107.4
Low management level	79.9	103.8	120.7
Specialist level	-	-	161.7
Professional level	105.4	104.6	113.5
Average overall time	102.6 days	104.4 days	116.2day

Table 10: Efficiency in recruitment procedures – duration of procedures

7. Departures from civil service in 2024

During 2024, a total of 537 cases of termination of employment were registered in the HRMIS. This includes resignations, retirements, final sentences, disciplinary measures, deaths, etc.

Type of departure	SML	MML	LML	PL	Total
Final sentence for committing a criminal offense intentionally	0	0	1	1	2
Resignation	1	8	17	170	196
Disciplinary measure	0	1	0	21	22
Employee's disability	0	0	0	1	1
Invalidity of the appointment act	0	0	1	6	7
Retirement	2	10	54	204	270
Early retirement	0	0	0	5	5
End of mandate	1	0	0	0	1
Death of the employee		1	6	26	33
Total	4	20	79	434	537

Table 11: Departures from the civil service in 2024

The most frequent forms of termination are retirement with 270 cases and resignation with 196 cases, which constitute over 86% of the total cases. This proves that the departures are mainly due to legal and voluntary conditions. Termination of employment in a lower number includes cases such as: death of the employee with 33 cases, disciplinary measures with 22 cases, invalidity of the appointment act with 7 cases, etc.

Regarding civil service levels, the professional level has the highest number of departures with 434 cases, which represents about 80% of the total. The low management level had 79 cases, the middle management level had 20 departures, while the senior management level had 4 cases.

Type of institution	Departures 2024	Turnover rate
State administration	249	3.37%
Local level	202	4.31%
Independent agencies	23	2.57%
Independent constitutional institutions and other independent institutions	63	2.85%
Total	537	3.53%

Table 12: Departures by administration level

The overall turnover rate during 2024 was 3.53%. The turnover rate was calculated by comparing the number of employees who left with the total number of employees in the civil service. The local level of administration had the highest turnover rate with 4.31%, while the state administration had 249 turnovers with a rate of 3.37%, and independent agencies had 23 turnovers with a rate of 2.57%. Independent constitutional institutions and other independent institutions had the lowest turnover rate, 2.85%, with a total of 63 departures (Table 12).

Functional category	Departures 2024	Departures in %
1 Senior management category	4	2.89%
2 Middle management category	20	3.71%

3	Low management category	79	3.70%
4	Professional category	434	3.66%
Overall rate of departures		537	3.53%

Table 13: Staff turnover rate by employee category for 2024

During 2024, departures from the professional level were 3.66%, followed by the low management category at 3.70%, while the middle management category had a rate of 3.71%. The upper management category had the lowest number of departures at a rate of 2.89% (Table 13).

Regarding the information for the past three years 2022–2024, a total of 1,565 cases of termination of employment were reported. The largest number of terminations was reported in 2023 with 632 cases, then in 2024, 537 cases, while 2022 had 431 cases (Table 14).

Functional category		2022	2023	2024
1	Senior management category	10	3	4
2	Middle management category	17	22	29
3	Low management category	47	90	79
4	Professional category	361	517	434
Total		431	632	537

Table 14: Departures from the civil service during 2022, 2023, 2024

Terminations of employment relationships in most cases belong to the professional category, considering that this category also constitutes the largest number of civil servants.

8. Performance evaluation of civil servants

For 2024, performance evaluation was carried out electronically through the HRMIS. In 2024, 7983 civil servants were evaluated through the HRMIS, which shows that not all civil servants are evaluated through the system. The majority of those evaluated in all institutional levels have received the rating "Meets expectations" which is an assessment that indicates that the civil servant has successfully fulfilled all the duties and requirements set for his role and that his performance is in line with the set objectives, professional conduct and personal behavior. If the average is taken from the five (5) assessment levels, the average score for all assessees is "Meets expectations" or in numerical values 3.18, with small differences between institutions: the local level resulted with the highest average score (3.21), followed by independent agencies (3.19) and the state administration (3.14) (Table 15).

Type of institution	Number of civil servants evaluated	Average rating
State administration	4521	Meets expectations 3.14
Independent agencies	401	Meets expectations 3.19
Municipal level	3061	Meets expectations 3.21
Total number of civil servants evaluated and average grade	7983	Meets expectations 3.18

Table 15: Performance evaluation of civil servants in public administration during 2024

Of those evaluated, 144 civil servants were evaluated with the “exceptional achievement” level, which according to the regulation is given for rare and exceptional cases, when the civil servant has achieved extraordinary results that have a great and visible impact at the national level, and which must be confirmed by the NAO. Similarly, 1201 civil servants were evaluated with the “exceeds expectations” level, which also must be confirmed by the NAO. On the other hand, only 14 civil servants were evaluated with the “unacceptable” level, which means that the civil servant has clearly and repeatedly failed to meet the expectations and requirements for his role and that the performance is well below the established standards and immediate action for improvement is required. 153 civil servants were evaluated with the “needs improvement” level.

It is important to note that the Regulation on Performance Appraisal has provided that for the levels “extraordinary achievement” and “exceeds expectations”, the appraisal must be confirmed, in addition to the supervisor, by the institution’s NAO and the Human Resources Management Unit of the respective institution. During 2024, for 620 civil servants, the appraisal was not confirmed by the NAO, while for 48 of them it was not confirmed by the HRM Unit. For 62 civil servants, the NAO has returned the supervisor’s appraisal for re-evaluation. For the first time in the HRMS, during 2024, the opportunity for supervisor appraisal by subordinate staff was offered. This evaluation has become part of the final evaluation, but it is not accessible by the supervisor or the institution.

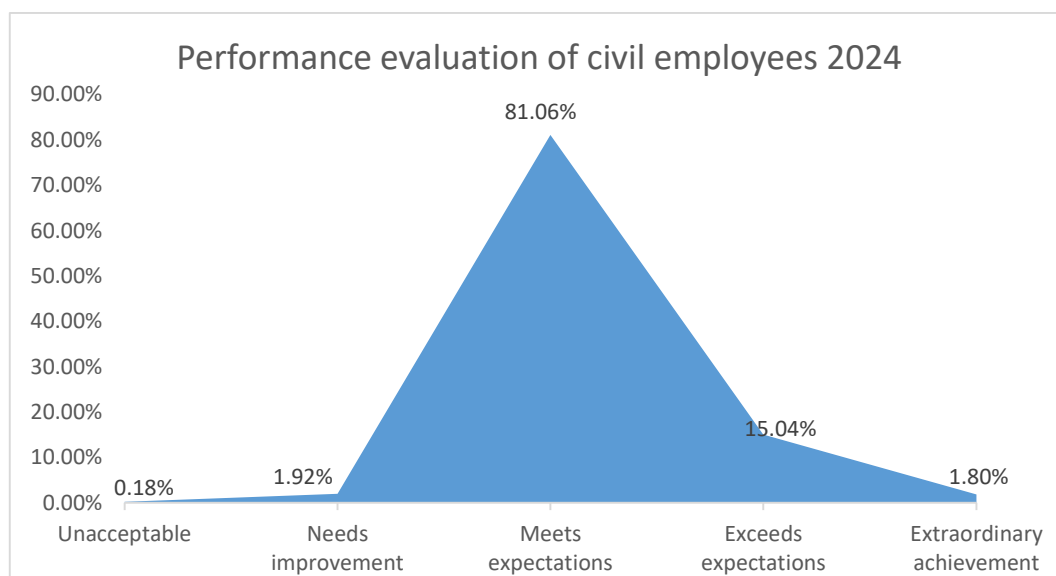


Figure 10. Performance evaluation of civil servants during 2024 according to evaluation levels (%)

The summary of data from all those evaluated shows that the vast majority of civil servants (81.06%) meet expectations, reflecting consistent performance. A significant portion (15.04%) exceeds expectations, while a small percentage (1.80%) are distinguished by exceptional achievements. Only a very limited number (1.92% in total) show performance below the required level, indicating a need for improvement, while only 0.18% (14 civil servants) have unacceptable performance. This shows that in general the performance of the civil service is evaluated as positive, and that the performance evaluation is being based on results, and not like in previous years where most civil servants were evaluated at the highest levels. Having said that, the DMPO will closely cooperate with KIPA and all institutions so that supervisors are trained in setting measurable, realistic objectives, as well as in conducting end-of-year evaluations in an objective and professional manner. Consequently, efforts will be made to link training with evaluations to enable professional development for civil servants.

9. Disciplinary measures in the civil service

The Law on Public Officials addresses the discipline of civil servants in Articles 55 – 62. The Law provides that a civil servant bears disciplinary responsibility for violations of duties and responsibilities in cases where he does not perform the duties assigned to him, when he improperly implements them or when, during their exercise, he acts in contradiction with the constitution, laws and other bylaws in force. According to the LPO, violations of duties and responsibilities of work can be minor violations and serious violations, which are listed in Article 56 of the Law. The Law has provided for specific disciplinary measures for both types of violations, while regarding the competence to impose measures, Article 58 of the Law determines that disciplinary measures for minor violations are imposed by the direct supervisor and/or the highest administrative manager, while disciplinary measures for serious violations are imposed by the disciplinary commission.

During 2024, a total of 125 disciplinary measures were imposed, of which 96 measures were imposed for serious violations and 33 measures for minor violations (table 16).

Disciplinary measures 2022-2024		2022	2023	2024
Measures for minor disciplinary violations		15	27	33
Measures for serious disciplinary violations	Deduction from 20% to 50% of the basic salary for a period of up to six (6) months	53	54	29
	Prohibition of promotion/appointment to a higher category, for a period of one (1) to five (5) years	7	5	7
	Transfer to a similar position in the same grade and category	0	5	10
	Sitting in position	0	5	3
	Suspension from position without pay for up to six (6) months	2	9	11
	Suspension from position with a fine of up to fifty percent (50%) of the base salary, for up to one (1) year	2	14	14
	Resignation from the civil service	14	19	22
	Total measures for serious violations	78	111	96
Total disciplinary measures		93	138	125

Table 16: Disciplinary measures 2022-2024

During 2023, a total of 138 disciplinary measures were imposed, of which 111 measures were imposed for serious violations and 27 measures for minor violations. While during 2022, a total of 93 disciplinary measures were imposed, of which 78 measures were imposed for serious violations and 15 measures for minor violations. The data in the table above show that disciplinary violations are dominated by serious ones, and consequently the most commonly used disciplinary measure is a suspension of 20% to 50% of the basic salary for a period of up to six (6) months.

10. Complaints to the Independent Oversight Board of the Civil Service of Kosovo⁵

⁵All data in this section are taken from the Annual Report of the Independent Oversight Board of the Civil Service for 2024.

The Independent Oversight Board of the Civil Service of Kosovo (IOBCSK) has continued to handle various complaints addressed by civil servants.

In this regard, during 2024, 2,137 new complaints were received/registered and 169 were carried forward from 2023. The total number of complaints reviewed by the Board during 2024 was 1872, or 80.32% of all complaints that the Board had to review during 2024, while 459 complaints or 19.68% of them were carried forward to 2025.

Complaints	Accepted 2024	Carried forward from 2023	Obligation according to the Court	Total number	In percentage
Accepted	2,137	169	26	2,332	100%
Reviewed	1,688	162	23	1,872	80.32%
Under review	449	7	3	459	19.68%

Table 17: Complaints received/reviewed 2024 (Source: IOBCSK Annual Report for 2024)

Compared to previous years, there is a substantial increase in the number of complaints received from year to year.

- In 2022, 1,253 complaints were admitted/registered;
- In 2023, 1,584 complaints were admitted/registered;
- In 2024, 2,137 complaints were admitted/registered.

From the total number of complaints received, it is noted that the largest number of complaints were received in 2024 - 2,137 complaints.

Year	Complaints received	Obligation according to the Court	Total number	Increase in (%) across years
2022	1,253	198	1,451	100%
2023	1,584	49	1,633	12.54%
2024	2,137	26	2,163	32.46%

Table 18: Complaints received during 2022, 2023 and 2024 (Source: IOBCSK Annual Report for 2024)

Of the total of 2137 complaints filed, the largest number of complaints is related to contesting job openings (722 cases or 33.78%), which shows that recruitment processes remain the most contested area in public administration. In second place are complaints about material compensation (595 cases, 27.84%), which, among other things, are related to the changes that have been implemented since the entry into force of the Law on Salaries.

No.	Complaints by object of complaint	Number of complaints	Percentage
1.	Vacancy announcement disputes	722	33.78%
2.	Material compensation	595	27.84%
3.	Demand from the employment relationship	237	11.09%
4.	Violation of the right to salary	214	10.01%
5.	Disciplinary measure	177	8.27%
6.	Transfer	87	4.06%
7.	Evaluation of work results	47	2.18%

8.	Termination of employment relationship	26	1.21%
9.	Suspension of employment relationship	24	1.12%
10.	Preventive suspension	8	0.47%
	Total	2137	100%

Table 19: Complaints by subject of complaint 2024 (Source: IOBCSK Annual Report for 2024)

Of the total number of complaints received during the reporting period, complaints received by institutions are reflected in the following table:

No.	Institution	Number of complaints	Percentage
1	Central administration institutions	1379	64.39%
2	Local administration institutions	568	26.47%
3	Independent institutions and agencies	104	4.84%
4	Justice system institutions	86	4.03%
5	Total	2,137	100%

Table 20: Complaints received by institutions (2024) (Source: IOBCSK Annual Report for 2024)

As can be seen from the table, the largest number of complaints concerns state administration institutions, which is also related to the fact that these institutions have the largest number of civil service employees.

Regarding the manner of decision, out of a total of 1850 complaints processed, the majority were rejected or dismissed: 532 complaints (28.77%) were rejected and 515 (27.85%) were dismissed. A smaller proportion was approved in full (271 complaints, 14.66%) or in part (96 complaints, 5.20%). These data show that over half of the complaints were unsuccessful for the complaining parties (rejection or departure), while only about 20% were approved in full or in part.

No.	Resolution manner	Number of complaints	Percentage
1.	Rejected	532	28.77%
2.	Dismissed	515	27.85%
3.	Approved	271	14.66%
4.	Completion of administrative proceedings	151	8.17%
5.	Return to review	111	5.95%
6.	Partially approved	96	5.20%
7.	Declaration of incompetence	86	4.65%
8.	Obligation to decide	82	4.435%
9.	Suspended	6	0.32
	Total	1850	100%

Table 21: Manner of resolving complaints (2024) (Source: IOBCSK Annual Report for 2024)

11. Training and development of civil servants

In support of the development of the civil service, KIPA has implemented a training program structured around five strategic objectives: (I) Increase capacities for public policy cycle management, better regulation and good governance, (II) Increase capacities for European integration and EU financial assistance, (III) Increase capacities for civil service development,

human resources, increasing the quality of services and accountability; (IV) Increase capacities for public finance management, budget impact assessment and public procurement, and (V) Increase professional capacities for local governance and municipal services.

Date from 01/01/2024 to 29/11/2024										Gender		
Field	Courses	Groups	Hrs	Days	Participants	Attendance	Certification	Group average	Average grade	M	F	Minority
General Management	2	2	32	4	19	38	19	9.50	4.75	9	10	0
Administration and Legislation	8	36	752	94	798	1877	779	22.17	4.79	434	342	15
Human Resources	4	7	232	29	115	482	114	16.43	4.82	42	73	2
Budget and Finance	8	29	936	117	594	2781	282	20.48	4.87	353	234	5
Information Technology	4	6	80	10	54	86	54	9.00	4.60	22	32	0
Municipal Affairs	9	25	328	41	560	879	553	22.40	4.86	231	329	12
Total	35	105	2360	295	2140	6143	1801	16.66	4.78	1091	1020	34

Table 22: Trainings implemented during 2024 (source: KIPA Annual Report 2024)

In accordance with the objectives of the Training Program, a total of 2140 participants were trained in 35 different courses, over a total of 295 training days, with 6143 participants in the training. All trainings were held in a traditional classroom setting. According to the gender structure, 1020 were women and 1091 were men. From the senior management category, 10 participants participated in the trainings, from the middle and low management category 296 and from the professional category 1764 and from the administrative staff 41. During the year, four (4) training courses for trainers were organized in which courses 12 new trainers were certified out of 42 candidates who had applied.

12. Salaries in the civil service

The Law on Salaries in the Public Sector, in its annexes, has determined the coefficients for each of the functions in public institutions. The ratio of coefficients is two to eighteen (2:18), distributed in one hundred and thirty-six (136) levels of coefficients. The highest coefficient is foreseen for the position of the President (coefficient 18) while the lowest coefficient is foreseen for police, correctional, customs and KSF cadets (coefficient 2). According to Article 9 of the Law, the monetary value of the coefficient is determined by the annual budget law in accordance with the legislation on public finance management. According to Article 32 of Law No. 08/L-260 on Budget Appropriations for the Budget of the Republic of Kosovo for the Year 2024, the monetary value of the coefficient for the Law on Salaries in the Public Sector during the year 2024 is set at one hundred and ten (110) Euros.

For 2024, the total budget dedicated to salaries and allowances in the public sector in Kosovo was around 805.4 million Euros. In 2023, the budget for salaries was 767.3 million Euros, while in 2022 it was 653.4 million Euros. This represents an increase of around 23.27% in 2024 compared to 2022, indicating a significant increase in the salary budget during this period.

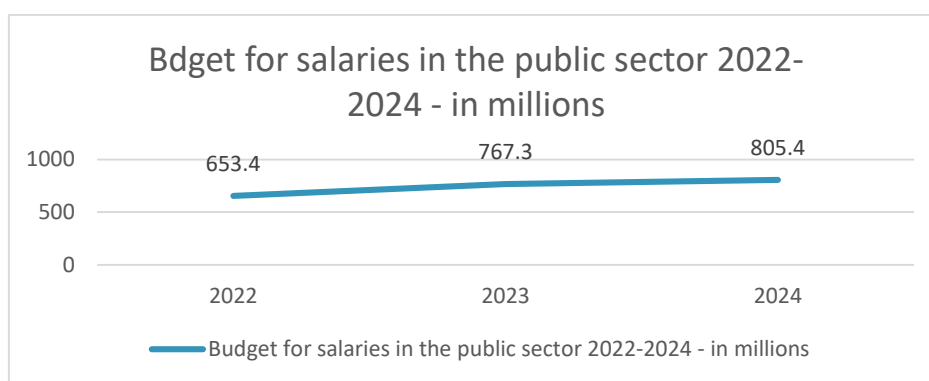


Figure 11: Budget for salaries in the civil service 2022-2024 - in millions

The increase in the salary budget from 2022 to 2023 reflects the implementation of the new Law on Salaries, which has brought about salary increases for many sectors. While the increase between 2023 and 2024 indicates the adjustment of the salary coefficient of 110 Euros for 2024, compared to the value of 105 Euros during 2023.

12.1.1. Salaries in the public sector

According to the publication "Salary Level in Kosovo, 2024" of the Kosovo Agency of Statistics (KAS), the average gross salary for the public sector in 2024 was 755 Euros per month, while the average net salary was 668 Euros per month. According to KAS, compared to 2020, the gross salary increased by 131 Euros or 21.0%, while the net salary increased by 116 Euros, also 21.0%. While in the private sector, according to KAS, the gross salary in 2024 was 598 Euros, while the net salary was 459 Euros. Regarding the minimum salary in Kosovo, until September 2024, the minimum salary was categorized as 130 Euros for employees up to the age of 35 and 170 Euros for employees over the age of 35, while from 1 October 2024, the minimum gross salary in Kosovo is 350 Euros according to Decision No. 02/218 of 28/08/2024 of the Government of the Republic of Kosovo.

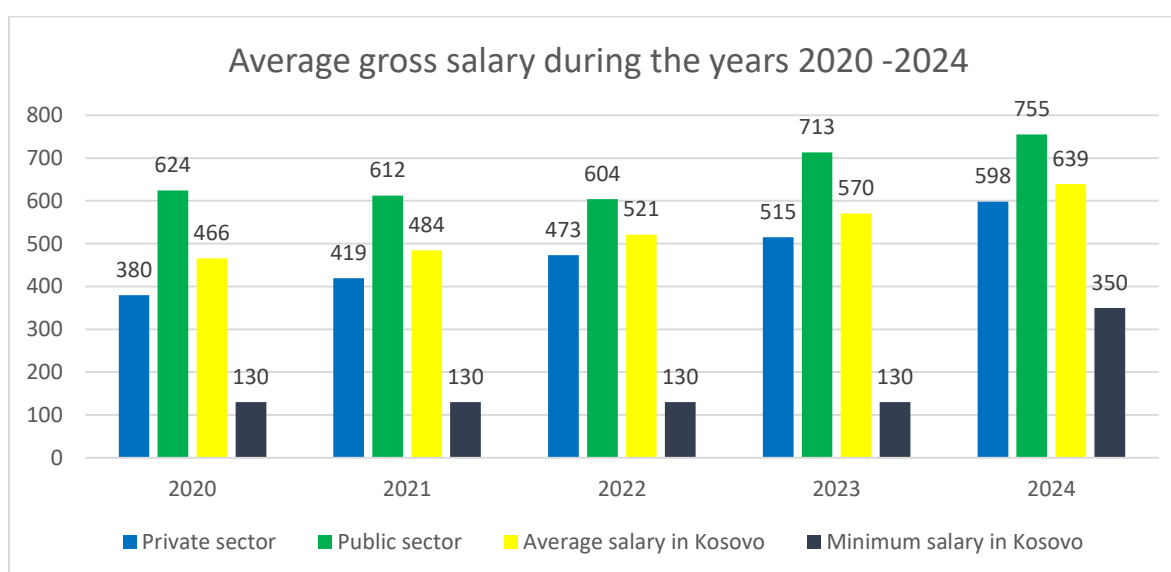


Figure 12: Average gross salary during 2020-2024 in the private and public sectors

As can be seen from the figure with data obtained from KAS, the average gross salary in Kosovo has increased significantly in 2023, due to the entry into force in February 2023 of the Law on Salaries in the Public Sector. As can be seen, currently the average salary in the public sector in Kosovo is about 18.2% higher than the average salary in Kosovo in all sectors, while about 26.3% higher than that in the private sector. It should be clarified that the data for the public sector according to KAS include all employees who receive a salary from the Budget of the Republic of Kosovo, while the data below will be limited only to employees within the civil service.

12.1.2. Salaries in the civil service

According to data from the Treasury within the Ministry of Finance, Labor and Transfers, the average gross salary of civil servants during 2024 was 722 Euros. This salary includes the basic salary obtained by multiplying the position coefficient with the monetary value of the coefficient (110 Euros for 2024), and adding the part of the salary increase as a result of work experience, as well as the transitional allowance according to Article 41 of the Law on Salaries, which according to the Judgment of the Constitutional Court in case K079/23, will be applicable until the new salary becomes equivalent to the salary that the official had before the entry into force of the law on salaries (this right to the transitional allowance according to the Judgment also belongs to new employees in these positions after the entry into force of the law).

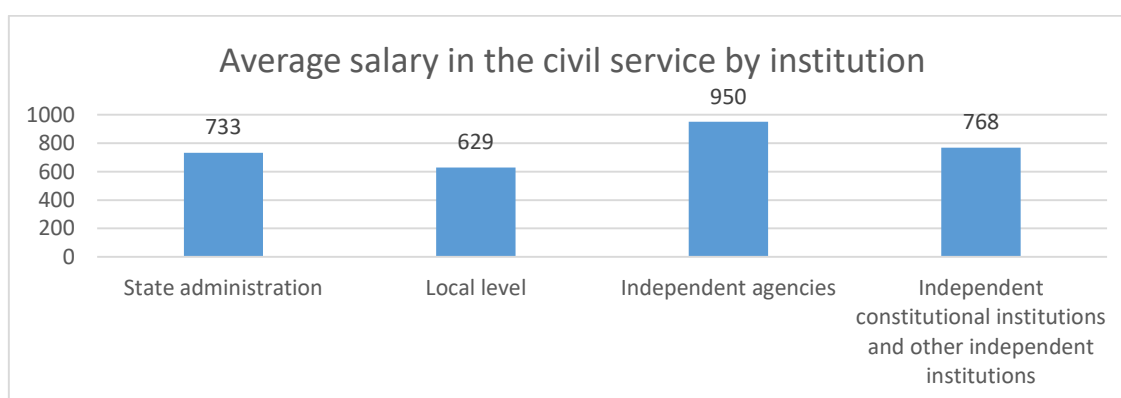


Figure 13: Average gross salary in the civil service by institution

The data in this graph show that the average salary is highest in Independent Agencies (950 Euros), while the lowest at the local level (629 Euros). This is partly explained by the transitional allowance—which in these agencies is on average 186 Euros—as a result of salaries before the entry into force of the Law on Salaries. In addition, the differences also reflect the role structures within the institutions: in municipalities the highest category corresponds to low-level managers, while in central institutions there are positions up to senior managers, which increases the average salary at the central level.

Regarding the categories of officials, the data show a clear hierarchy of salaries by category: the average salary increases from the Professional Category (657 Euros), to Specialists (784 Euros), Low Management Category (911 Euros), Middle Management Category (1,120 Euros) and reaches its highest at the Senior Management Category (1,483 Euros). This differentiation, presented in the graph below, reflects the responsibilities and complexity of the categories.

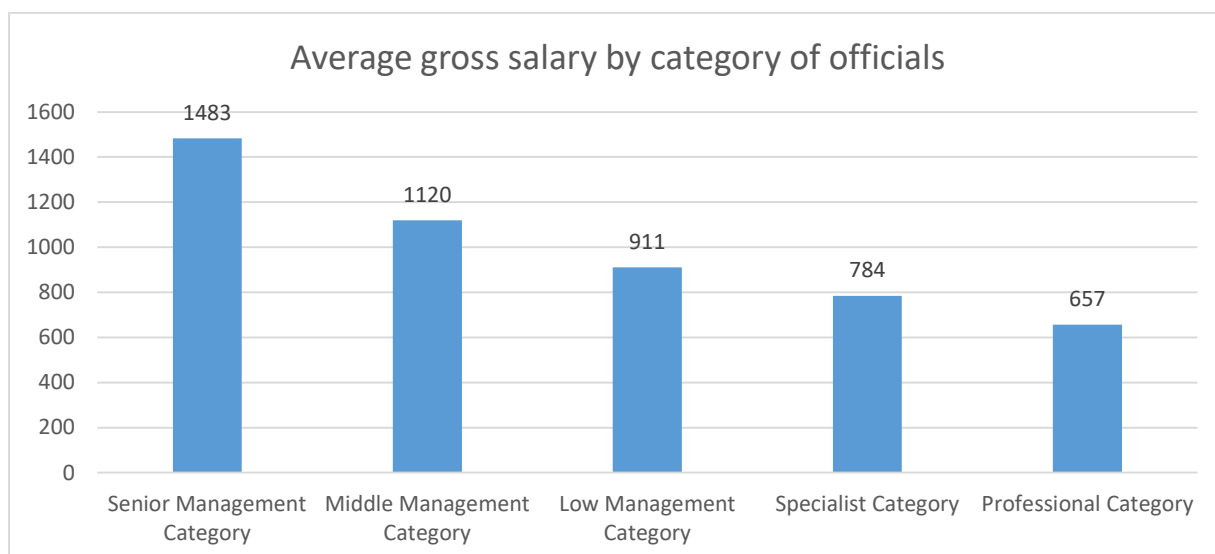


Figure 14: Average gross salary by official categories

Regarding classes, according to Regulation (GRK) No. 06/2024 on the Classification of Jobs in the Civil Service, only the professional category is divided into three classes: Professional 1, Professional 2 and Professional 3. The graph below presents the difference in average salaries within the professional category, which range from 476 to 795 Euros.

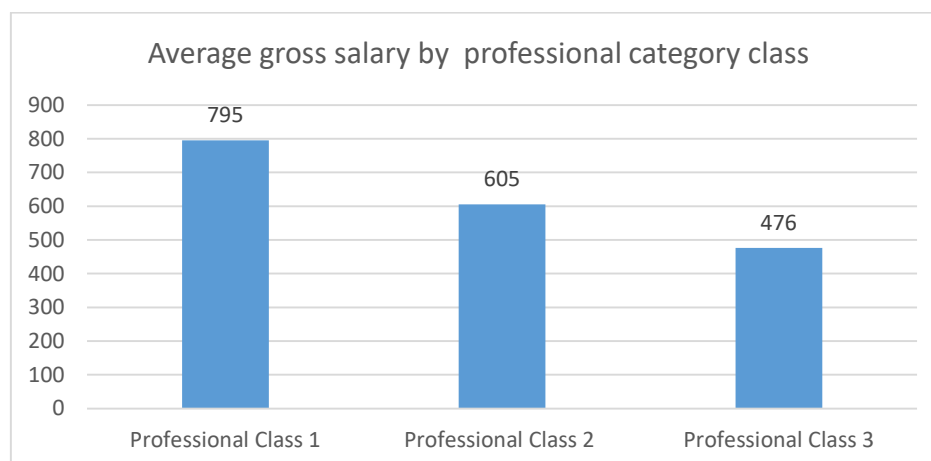


Figure 15: Average gross salary by professional category classes

Regarding gender, one of the main principles of the Law on Salaries is the principle of equality and non-discrimination, which means that everyone, without any discrimination, has the right to receive equal pay for equal work, taking into account the nature of the work, the requirements for the workplace, the institution where the duty is performed, and the qualification. For this reason, the law provides for coefficients determined for each of the functions defined in the annexes to the law, regardless of who holds the position or the status of the position holder. However, in terms of statistics, the average gross salary for men civil servants is 744 Euros, while for women civil servants it is 692 Euros. This difference in the average salary between women and men in the public sector reflects the lower representation of women in management positions, for which the law determines higher salaries. This change in the structure of the civil service contributes to the average salary gap and again shows the need to take measures to promote gender equality in all institutions, and to achieve equal representation in all management categories.

According to KAS data, the average gross salary in the public sector in Kosovo for 2024 in the field of information and communication technology is 1,090 Euros. Meanwhile, the average gross salary for civil servants categorized according to Annex 14.4 - Experts, which includes key positions in state information and communication systems of strategic state importance, is 1,373 Euros. It is important to note that, although these positions are of key importance for the development of the information and communication system in Kosovo, not all positions related to this sector fall within the scope of this annex. These data indicate the efforts of public institutions to compete for key positions in the field of information and communication technology with the private market in order to attract qualified professionals and to influence the improvement of the capacities of the public sector in this field and the further development of the digital system in Kosovo.

13. Conclusion and next steps

The Annual Report on Human Resources Management for 2024 provides a clear and structured overview of the state of public administration in the Republic of Kosovo, combining statistical analysis, three-year trends and assessments of key performance indicators. This document reflects the recent legal and organizational changes undertaken, the implementation of new mechanisms for salaries and for public officials, as well as their impact on the structures and processes of recruitment and management of civil servants.

The main findings show that the civil service consists of 15,172 civil servants across all categories, and that the gender and ethnic disaggregations still reflect challenges towards a more balanced representation and inclusion of underrepresented groups. Although there has been an increase in the representation of women in the civil service, efforts need to continue to close the gender gap in leadership positions and ensure equal opportunities for all. The concentration of employees in the 41–60 age group highlights the need for strategic succession planning and knowledge transfer. Furthermore, over the past year there has been an increase in the number of vacancy announcements and applications from citizens, but there has also been an increase in the time taken to complete recruitment procedures — an issue that requires improving the efficiency of processes.

The report reflects important achievements such as the adoption and implementation of the Law on Public Officials and the Law on Salaries and related bylaws, the functionalization and advancement of the HRMIS, as well as the adoption of the job catalog — steps that strengthen the legal basis and enable better human resources management. However, the quality of data in the HRMIS remains a major challenge. The use of the HRMIS is a legal obligation for all institutions. However, it is not fully used by some institutions including the Constitutional Court, the Prosecutorial Council and the Judicial Council, some independent constitutional agencies and other independent agencies. Another related issue is the lack of complete classification and updates of officials' data. These limitations impact the possibility of

accurate planning and effective monitoring of human resources, including the drafting of this report. While progress has been made in the internal organization of public institutions, as evidenced by the number of internal organization regulations adopted, completion of the classification process remains a challenge.

Opening up the vacancy announcements to all interested parties, including those outside the civil service, has significantly increased the number of applications, brought about appointments from outside the civil service, and contributed to an increase in the number of women admitted, as well as to a decrease in the average age of those appointed — bringing new ideas and skills to the civil service. Data show that the average salary in the public sector in Kosovo has increased in recent years with the entry into force of Law No. 08/L-196 on Salaries and increases annually with the budget law. The law has created a harmonized salary structure, with minimal differences between institutions, but these differences increase when the transitional allowance of employees is taken into account. With the law on salaries, efforts have been made to increase competitiveness with the private sector, especially in the information technology sector, with the aim of developing the capacities of public administration in this sector.

Taking into account the findings of the report, priority steps for the coming year and the following years will focus on implementing the reforms set out in the Kosovo Reform Agenda under the EU Instrument for Reform and Growth in the Western Balkans, as well as the activities set out in the Public Administration Reform Strategy 2022 – 2027 and the Action Plan 2025 – 2027. Overall, the main priorities will focus on:

- Accelerate the full use of the HRMIS and its linkage with the salary system. Training and technical support should be provided to HRMUs on the use of the HRMIS and on ensuring data quality.
- Finalization and full implementation of the job classification and restructuring process in all public institutions, in accordance with the Law on Public Officials and the job catalog, to guarantee the fairest implementation of the Law on Salaries.
- Improvement of the efficiency of recruitment procedures through automation of the selection of admission committees and the deployment of the question bank.
- Further implementation of affirmative measures to increase the representation of women, non-majority communities and persons with disabilities, as well as monitoring the implementation of quotas and dedicated vacancy announcements.
- Strengthening professional capacities through KIPA training programs and continuous development of trainers, including the use of modern teaching methods and e-learning tools.

In conclusion, the progress achieved during 2024 demonstrates institutional commitment and important steps towards the professionalization of the civil service. To reinforce these achievements and address the identified challenges, the implementation of the above measures will be a top priority in the coming years.