



**Organization for Security and Co-operation in Europe
MISSION IN KOSOVO**

Municipal Assembly Monitoring Report
March 2009 – December 2010

June, 2011

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EXECUTIVE SUMMARY

Municipal assemblies represent the legislative branch in municipalities and have the responsibility to conduct oversight of the executive bodies, mayor and municipal administration. The lawful and effective operation of a municipal assembly as an oversight instrument requires its compliance with the relevant procedural and regulatory framework as outlined in particular in the Law on Local Self Government.

This report provides an overview of the conduct of assembly meetings of most municipal legislative representative bodies in Kosovo between March 2009 and December 2010, during which time the Organisation of Security and Co-operation in Europe Mission in Kosovo (OSCE) monitored 529 municipal assembly meetings.

Overall, the municipal assemblies generally comply with the core of the regulatory and procedural framework for conducting meetings, yet shortcomings remain in the adherence to a number of principles. First, meetings of municipal assemblies are required, with few exceptions, to be open to the public. Timely public notification of upcoming municipal assembly meetings is key for informing residents and attracting their participation to meetings as a means for their participation in municipal affairs. Municipalities routinely fail to announce upcoming meetings, or they fail to announce them on time or throughout the entire territory of the municipality. Second, questions on conflict of interest situations are almost never raised, neither by municipal assembly members nor by municipal assembly chairpersons. Third, translation of assembly meeting materials and provision of interpretation upon request during meetings in all official languages is required, in particular by the Law on Use of Languages. A significant number of municipalities fail to translate and publish all meeting records and meeting materials into the official languages of the respective municipality.

On a more positive note, by the end of 2010, efforts initiated by the Ministry of Local Government Administration led to the almost complete elimination of cases in which assembly members held dual positions, i.e., simultaneously as senior civil servants in the same municipality. The Ministry of Local Government Administration has equally identified shortcomings in the adherence to the procedural framework and established a monitoring system that enables the Ministry to cover at least 50% of all municipal assembly meetings. Moreover, efforts are being made to extend that coverage.¹

To improve the performance of local bodies, the OSCE recommends that municipalities increase their adherence to the principle of open meetings, the accountability of the municipal chairpersons, and the translation of municipal assembly meeting materials. The Ministry of Local Government Administration should identify and tackle procedural shortcomings by addressing cases of continued non-compliance to the competent courts.

The OSCE has observed that the vast majority of municipalities comply with the legal requirement of providing simultaneous interpretation upon request during municipal

¹ Currently, the Ministry of Local Government Administration does not monitor assembly meetings in Leposavić/Leposaviq, Zvečan/Zveçan, Zubin Potok/Zubin Potok and Mitrovicë/Mitrovica North.

assembly meetings. Non-compliance with this legal provision is observed in only a few cases. Simultaneous interpretation equipment is reported to be in place in 26 municipalities. In this regard, it is worth mentioning that all municipalities that do not provide translation/interpretation services are actually in possession of simultaneous interpretation equipment, with the exception of Mamuša/Mamushë/Mamuša.

1. Introduction

The regulatory framework governing local governance in Kosovo foresees a number of provisions for the operation of municipal assemblies before, throughout and following assembly meetings. The regulatory framework regulates, for example, that the operation of the municipal assemblies is conducted in an open and transparent way; that assembly members do not hold simultaneously executive positions; and that municipal assemblies comply with relevant language legal provisions.

Compliance of the municipalities with the regulatory framework ensures functioning of local governance in line with good governance principles, such as the principles of transparency and accountability, which are incorporated into provisions of Law No.03/L-040 on Local Self Government² and other related subsidiary legislation implementing this Law. In this regard, public notification of municipal assembly meetings, declarations of conflict of interest by municipal assembly members and dual mandates represent the core legal provisions for the establishment of a local government in line with good governance principles. Additionally, the Ministry of Local Government Administration monitors municipal assembly meetings through designated officials, who attend municipal assembly meetings and/or maintain regular contact with municipal officials.³

This report provides an overview of the operation of municipal assemblies from March 2009 until December 2010 and highlights general trends that were identified throughout this period. It is based on the continuous monitoring undertaken by the OSCE Field Teams at the municipal level.

Whereas Section Two outlines the basic legal framework governing procedural requirements for municipal assembly meetings and the related good governance principles, Section Three elaborates on municipal compliance with the legal framework, as well as on the Ministry of Local Government's efforts to tackle these problems as a supervisory body at the local level.

The report intends to serve municipal representatives, the Ministry of Local Government Administration and other stakeholders involved in local governance issues as an indicator for further capacity-development at the local level. The focus

² Law No. 03/L-040 on Local Self Government, 4 June 2008.

³ As a supervisory body, the Ministry of Local Government Administration has established a monitoring system which enables them to identify shortcoming in respect to legality of their activities. This system includes horizontal and vertical monitoring. The horizontal monitoring, which is one of the topics assessed through this report, concerns the monitoring which is done through MLGA-designated official present in municipal assembly meetings. The vertical monitoring include the inter-ministerial commissions which monitor sectoral competencies.

lies in identifying shortcomings in municipal assembly compliance with the procedural framework and good governance principles.

2. Regulatory Framework and Good Governance Principles

The benefits of participatory local governance systems are numerous and range from ensuring a more efficient use of public resources through joint identification of municipal priorities to lesser likelihood for mismanagement and increased scrutiny by the public. Participatory governance also allows for necessary feedback to be provided to elected representatives from their constituents and positively impacts the quality of services provided. Ensuring public access to municipal assembly meetings is paramount to participatory governance at the municipal level. Addressing different issues in meetings open to the public and providing adequate information in such forums provides the means for measuring the local government bodies' performance against the implementation of policies and commitments, and helps residents hold their elected municipal representatives accountable for their actions. The three good governance principles of participation, transparency and accountability are therefore inextricably linked to each other and should be adhered to during the conducting of municipal assembly meetings. These principles are only a few of a number of good governance principles widely accepted in Europe, e.g., in the European Commission's *White Paper on European Governance*.⁴

The regulatory framework on local self-government in Kosovo provides, among others, that it shall be based upon the principles of good governance, transparency, efficiency and effectiveness, respect the rule of law and bring decision-making closer to residents in order to promote sustainable governance.⁵

Accordingly, provisions in the Law on Local Self Government on the operation of municipal assemblies in Kosovo are formulated to safeguard the principles of participatory and effective governance. The Law foresees direct democracy participation mechanisms that provide residents and civil society organizations with opportunities to directly participate in decision-making processes, such as mandatory public meetings, consultative committees, and the right of residents to petition, submit initiatives, request referenda or recall the mayor.

Additionally, the Law on Local Self Government foresees that municipal assemblies play a crucial role in deciding on matters of municipal importance⁶ and in overseeing the work of the municipal executive. Residents' use of their right to participate and contribute to the decision-making process at the municipal level through active participation in assembly meetings can positively influence performance and service delivery by municipal institutions. As such, municipal assembly meetings and the

⁴ Commission of the European Communities, *White Paper on European Governance*, Brussels, 25 July 2001, page 8.

http://eur-lex.europa.eu/LexUriServ/site/en/com/2001/com2001_0428en01.pdf

⁵ Preamble to Law No. 03/L-040 on Local Self Government, 4 June 2008.

⁶ Article 40.2 of the Law on Local Self Government.

corresponding meeting materials represent one of the primary sources of information on local policies and developments for residents.

Further provisions in the Law on Local Self Government outline the procedural framework to which municipalities must adhere during their work. For instance, municipalities are required to post public information on municipal activities, hold public meetings and issue regulations on transparency. Fulfillment of these requirements aims to reinforce transparency and accountability during the implementation of municipal activities by the legislative and executive branches.

3. Municipal Assembly Meetings – Main Findings

The Law on Local Self Government outlines the core formal aspects for the operation of municipal assemblies, such as the principles of public meetings, eliminating conflicts of interest as well as simultaneous dual positions by municipal assembly members, and provision of translation/interpretation during municipal assembly meetings. This section presents the main findings of the OSCE monitoring of municipal assembly meetings with regard to compliance with formal requirements as well as the presence of central level officials in municipal assembly meetings.

3.1 Adherence to the Principle of Public Meetings

The Law on Local Self Government states that all municipal assembly meetings are public, albeit with a few exceptions as determined by the Law.⁷ To enforce this rule, the Law sets forth the obligation of municipalities to inform residents in due time and in an effective manner about forthcoming municipal assembly meetings. While the Law defines the timeframe for posting public announcements, Administrative Instruction 2008/08 on Municipal Transparency implementing the Law defines the way in which the public should be notified about activities of the local legislative branch.⁸

Adherence to the principle of open meetings, regulated primarily in Article 45 of the Law, is crucial for a system of local government founded on good governance principles. Failure to facilitate the access of the general public to decision-making processes hampers the efforts of municipal institutions to govern in a transparent manner.

The most common procedural shortcoming identified in regard to adherence to the principle of public meetings is the failure to notify the public of upcoming meetings within the legal timeframe⁹ and with the required broad reach, including the posting of notifications in the most frequented place in the municipality.¹⁰ In this regard, the

⁷ *Ibid* Article 45.1 in relation to Article 45.3.

⁸ Article 3.3 of Administrative Instruction 2008/09 on Municipal Transparency, 15 July 2008, issued by the Ministry of Local Government Administration, states that the information on upcoming municipal assembly meetings must be posted in the most frequented place in the municipality, in writing and electronic media and on the official municipal website.

⁹ At least seven working days prior to the date of the meeting for regular meetings. Articles 43.3 and 45.2 of the Law on Local Self Government.

¹⁰ Article 3.3 of Administrative Instruction 2008/09 on Municipal Transparency, 15 July 2008.

number of municipalities which did not adhere to the legal requirement of prior notification of municipal assembly meetings increased during the reporting period (from March 2009 to December 2010). The total number of municipalities that failed to post public notifications prior to municipal assembly meetings in more than one instance within the monitoring period was 16.¹¹ Out of this number, four (Fushë Kosovë/Kosovo Polje, Mamuša/Mamushë/Mamuša, Dragash/Dragaš and Lipjan/Lipljane) are reported to have repeatedly failed to adhere to this legal requirement. In Mamuša/Mamushë/Mamuša, poor enforcement of the public notification requirement is reportedly related to a lack of human resources designated to deal with municipal public information affairs, such as a municipal information officer. In addition, a lack of awareness on the part of the municipal assembly chairperson on the importance of public participation in municipal activities also represents a reason for poor enforcement of public notification. On a positive note, a good practice of public notification was observed in Podujevë/Podujevo. This municipality established an office for village leader coordination, responsible for reaching out to residents in rural areas and visiting villages in order to inform residents about the upcoming activities of the municipal assembly.

Overall, a significant number of municipalities announce municipal assembly meetings neither extensively enough nor with the required advance notification, resulting in low attendance by residents. A low level of participation at municipal assembly meetings could in turn result in an unsatisfactory level of public input and influence on municipal decisions and regulations, thereby potentially bringing into question the transparency of municipal acts passed by the municipal assembly.

3.2 Adherence to the Principle of Prevention of Conflict of Interest

Prevention of conflict of interest for municipal assembly members is regulated in Article 38.1 of the Law on Local Self Government. Any municipal assembly member who finds himself/herself in a conflict of interest situation is excluded from the decision-making process regarding any matter in which he/she or an immediate family member has a financial or other interest. Assembly members are obliged to make an open statement on their financial interests prior to the inaugural session of the municipal assembly and to report any change in their financial interest that might subsequently occur.¹² They are equally obliged to declare any conflict of interest, personal or financial, which might arise in the course of their municipal assembly member mandate. Every municipal assembly member can also present information about possible interests of another member. Municipalities are required to regulate the exclusion procedure of members in conflict of interest situations from decision-making and administrative procedures in their Statutes and Rules of Procedures.

In light of this, the OSCE has observed that the issue of conflict of interest is overall rarely raised in municipal assembly meetings. Of the 529 municipal assembly meetings monitored by the Mission between March 2009 and December 2010, a

¹¹ Dragash/Dragaš, Fushë Kosovë/Kosovo Polje, Lipjan/Lipljan, Gračanica/Graçanicë, Leposavić/Leposaviq, Štrpce/Shtërpçë, Prishtinë/Priština, Junik, Viti/Vitina, Ranilug/Ranillug, Rahovec/Orahovac, Suha Reka/Suva Reka, Gjilan/Gnjilane, Novo Brdo/Novobërdë, Hani i Elezit/Đeneral Janković and Mamuša/Mamushë/Mamuša.

¹² Article 38.3 of the Law on Local Self Government.

discussion and/or abstention from voting due to a possible conflict of interest of an assembly member(s) was observed in six municipalities on 12 separate occasions.¹³

With one exception,¹⁴ all Municipal Statutes reference the legal requirement of Article 38 of the Law on Local Self Government.¹⁵ Only one municipality,¹⁶ however, has clearly outlined in its Rules of Procedure the steps that must be taken in order to declare a conflict of interest situation: prior to every voting procedure in the assembly, the chairperson will remind the assembly members of the conflict of interest provisions. This should be a best practice to be emulated by other municipalities in order to ensure that assembly members are frequently reminded of the issue. This would also hold municipal assembly members accountable for their actions, as they would not be able to claim having been uninformed or unaware of the provisions. The findings show that by the end of 2010, no chairpersons took this step.¹⁷

3.3 Municipal Assembly Members Holding Dual Positions

Municipal assembly members are required to resign from any position they may hold in the municipal administration. According to Article 65.2 of the Law on Local Self Government, municipal directors, directors of institutions and companies under municipal authority and civil servants in the municipal administration may not be members of the municipal assembly where they work.¹⁸ In addition, the Administrative Instruction on Limitation of Compensations and Wages regulating the payment of municipal officials states that positions within the municipal administration are not compatible with municipal assembly membership.¹⁹

In 2009, a significant number of municipal assembly members simultaneously held positions in the executive branch in the same municipality. For instance, from March to June 2009, the OSCE had identified 32 cases in which a municipal assembly member held a civil service position in the municipal administration of the same municipality.²⁰ This latest OSCE monitoring exercise revealed, however, a positive

¹³ Deçan/Deçane, Malishevë/Mališevo, Klokot-Vrbovac/Klllokot-Vërbovc, Klinë/Klina, Vushtrri/Vučitrn and Podujevë/Podujevo are the only municipalities where field teams observed a conflict of interest situation raised by a municipal assembly member(s).

¹⁴ Fushë Kosovë/Kosovo Polje.

¹⁵ As assessed in a survey by Field Teams in late 2010.

¹⁶ Lipjan/Lipljan.

¹⁷ This issue was discussed in a workshop organized by the OSCE with the Ministry of Local Government Administration and municipal assembly chairpersons. One joint recommendation from the workshop is that chairpersons start reminding the assembly members of the conflict of interest provisions as a good governance best practice. See also <http://www.osce.org/kosovo/75844>.

¹⁸ The Ministry of Local Government Administration monitored closely the implementation of this provision, providing interpretation of the law in this regard through written instructions to municipalities.

¹⁹ Article 2 of Administrative Instruction 01/2010 on Limitation of Compensations and Wages Received from Municipal Officials, issued jointly by the Ministry of Local Government Administration and the Ministry of Public Administration, 10 March 2010.

²⁰ In Gillogovc/Glogovac, seven such cases were identified; in Kamenicë/Kamenica, ten; in Novo Brdo/Novobërdë, two; in Viti/Vitina, six; in Lipjan/Lipljan, two and Podujevë/Podujevo, five.

trend as the number of municipal assembly members holding dual positions decreased to only three by December 2010.²¹

Overall, municipal assembly members holding dual positions represent an issue which has been successfully addressed by central and local level authorities. In this regard, the Ministry of Local Government Administration continuously reminded municipalities of this legal obligation, advising them to ensure that municipal assembly members holding dual positions resign from either position, especially their former one, if they intend to keep their seat in the assembly. Local level institutions, on the other hand, showed willingness to follow up on these cases. By the end of 2010, the number of municipal assembly members who exercised executive functions within the municipal administration or managed institutions and companies under municipal authority has been reduced to only a few cases.

3.4 Adherence to the Use of Language Standard

The equal use of official languages at the municipal level is a constitutional right,²² while the provision of translation/interpretation services by the municipality during municipal assembly meetings is a legal obligation provided by the Law on Use of Languages in Kosovo.²³

To ensure further accessibility to the municipal legislative activities, the Law on Local Self Government provides that the use of languages in municipalities is regulated in accordance with the Law on the Use of Languages and through a detailed municipal regulation on the use of language.²⁴ In this regard, the Law on the Use of Languages sets out an obligation for municipal institutions to treat official languages equally in their daily work. Article 7 of the Law requires that municipalities provide interpretation into official languages, when such service is requested, and translate all meeting records and other meeting materials into all official languages of the municipality.²⁵ Implementation of these provisions is also foreseen to be monitored by municipal human rights units, which are, *inter alia*, assigned to observe adherence to human rights standards by the local government with regard to the use of languages in their daily work.²⁶

The OSCE has observed that the vast majority of municipalities comply with the legal requirement of providing simultaneous interpretation upon request during municipal assembly meetings. Non-compliance with this legal provision is observed in only a few cases.²⁷ Simultaneous interpretation equipment is reported to be in place in 26

²¹ In Malishevë/Mališevo, two municipal assembly members held positions of school directors at the same time. In Viti/Vitina, one municipal assembly member was also a director of the waste management company, which falls under the municipality's authority.

²² Article 5 of the Constitution of Kosovo.

²³ Law No. 02/L-37 on the Use of Languages, 27 July 2006.

²⁴ Article 9 of the Law on Local Self Government.

²⁵ Article 7.3 and 7.4 of the Law on the Use of Languages.

²⁶ Article 3, item ii of Administrative Instruction No 2008/02 on amendment of Administrative Instruction 2007/08 for Establishment of Municipal Human Right Units issued by the Ministry of Local Government Administration on 7 February 2008.

²⁷ In Mamuša/Mamushë/Mamuša, the failure to provide requested interpretation during municipal assembly meetings was observed continuously. Another case of non-compliance was identified

municipalities. In this regard, it is worth mentioning that all municipalities that do not provide translation/interpretation services are actually in possession of simultaneous interpretation equipment, with the exception of Mamuša/Mamushë/Mamuša.

Translation and publication of municipal assembly meeting materials into all official languages is frequently not done. In fact, the legal requirement to translate meeting records into official languages is not adhered to in the vast majority of municipalities. Out of the overall number of 34 monitored municipalities, only 14 of them translate municipal assembly meeting records into official languages of the municipality.

On a related note, six municipalities with no human resources to provide translation/interpretation have been identified.²⁸ These municipalities reportedly see no reason to employ translators/interpreters since they consider their municipalities to be mono-lingual. However, the lack of translators could be seen as an indication of a lack of willingness to comply with language provisions to the full extent.

3.5 Ministry of Local Government Administration monitoring of Municipal Assembly Meetings

The Ministry of Local Government Administration is the supervisory authority over the conduct of operation of municipal assemblies. The Ministry must ensure the lawfulness of the activities of the local legislative and executive bodies.²⁹ The physical presence of Ministry officials in municipal assembly meetings is currently the most effective and efficient way to identify possible violations of the procedural framework. Such violations could lead to partial or complete invalidity of municipal acts. Issues such as public access to municipal assembly meetings, presence of non-eligible municipal assembly members during voting – especially in conflict of interest situations – and provision of interpretation is best observed first-hand, especially since municipalities are not required to report to the Ministry about the conduct and/or outcome of assembly meetings.

Furthermore, municipalities are required to inform the Ministry in advance of the agenda items for an upcoming municipal assembly meeting.³⁰ Monitoring of specific assembly meetings is then prioritized based on the agenda items. The Ministry's municipal assembly monitors are each assigned to cover four to six municipalities. An additional monitoring role is vested with individual assembly members and/or caucuses themselves. If they are of the opinion that assembly member rights have been violated due to the failure of the assembly to adhere to the procedural framework or exercise its full oversight function, these members/caucuses should refer such cases to the Ministry and/or, in severe instances, to the competent court.

in Novo Brdo/Novobërdë, where in one instance the OSCE assisted with interpretation since the municipality was not able to provide this service upon the request of an assembly member. Skenderaj/Srbica also failed to provide the requested translation service on one occasion.

²⁸ Hani i Elezit/Đeneral Janković, Malishevë/Mališevo, Shtime/Štimlje, Glllogovc/ Glogovac, Podujevë/Podujevo, Malishevë/Mališevo, Gjakovë/Đakovica Gračanica/Gračanicë and Partesh/Partesh. The remaining municipalities employ translators as part of the municipal civil service.

²⁹ Article 76 of the Law on Local Self Government.

³⁰ Article 43 of the Law on Local Self Government.

Out of 529 municipal assembly meetings monitored by the OSCE, 263 were also monitored by the Ministry. Ministry representatives were least present in the municipalities in the Pejë/Peć and Gjilan/Gnjilane regions, followed by the Prishtinë/Priština and Mitrovicë/Mitrovica regions, with Prizren region municipalities most regularly monitored within the reporting period.³¹ Ministry monitors were absent in certain municipalities over prolonged periods of time.³² Although they regularly request a summary of those municipal assembly meetings which they did not attend, their absence from some municipalities should be addressed.

Overall, the Ministry of Local Government Administration's monitoring system faces two main challenges. First, the Ministry has no formal mechanism for monitoring municipal adherence to requirements concerning public notification of municipal assembly meetings. Second, the Ministry is not in a position to monitor the translation and publication of meeting material, both before and after meetings, into all official languages. It is worth mentioning, however, that in order to strengthen and expand its monitoring capacity, the Ministry has informed the OSCE that it is currently finalizing an online tool to monitor all municipal assembly meetings from a centrally-located facility.³³

4. Conclusions

Overall, progress has been observed in the operation of municipal assemblies during the reporting period (March 2009 to December 2010). However, a number of shortcomings related to compliance with the procedural regulatory framework persist for a large number of Kosovo municipalities.

Indeed, a significant number of municipalities continue to fail to announce meetings and publish agenda within the required timeframe. If residents are not informed about a meeting and the content of discussions therein, they are denied the opportunity to attend it and thereby participate in municipal policy development. In addition, public notification often fails to attract the attention of residents because notification is not sufficiently disseminated throughout the territory of the municipality, sometimes even not on municipal websites. This trend has actually increased from March 2009 to December 2010, as the number of municipalities who have failed to comply with this legal requirement of public notification has risen.

³¹ Ministry officials covered approximately half of the municipal assembly meetings held within the period March 2009 to December 2010. The number of municipal assembly meetings not attended by Ministry official per region is as follows: Pejë/Peć region, 70; Gjilan/Gnjilane, 64; Prizren, 38; Prishtinë/Priština, 50 and Mitrovicë/Mitrovica, 44.

³² For instance, monitors did not attend municipal assembly meetings in Deçan/Deçane from July to September 2010. A similar situation was observed in the most recent period, October to December 2010, when monitors did not attend assembly meetings in Shtime/Štimlje.

³³ According to the Ministry of Local Government Administration, the system is anticipated to become operational during the second half of 2011. Although this system would facilitate the work of the Ministry by providing the monitoring officers with the means to watch live-coverage of procedures during the meetings themselves, it does not enable the monitors to check on timeliness of related materials (notification/agenda), their proper translation, follow-up of posting decisions on notice boards, etc.

Further, this report underscores the lack of public presence in municipal assembly meetings, a general problem in most Kosovo municipalities. The low rate of public participation is due to numerous factors, including inadequate and insufficient municipal outreach to residents.

On a different note, not all possible and best practice measures to prevent possible conflict of interest situations are currently undertaken; in particular chairpersons should take a more active role in frequently reminding assembly members prior to voting procedures about the relevant legal provisions.

The Ministry of Local Government Administration and municipalities positively addressed, however, almost all cases in which municipal assembly members simultaneously held a position in the municipal executive branch. Since March 2009, they have jointly tackled this problem almost entirely. The Ministry's involvement and readiness as well as the willingness of municipalities to address the issue of dual mandates and to adhere to their legal obligations has to be commended.

Regarding the principle of equal use of languages, interpretation services are provided, if requested, during municipal assembly meetings in most municipalities. However, the obligation to translate and publish agenda, meeting records and other materials prior, throughout and after assembly meetings is fulfilled in only a small number of municipalities. In addition, several municipalities do not employ translators at all, partly with the justification of being only inhabited by one community, i.e., Kosovo Albanian or Kosovo Serb residents. Despite the legal requirements to provide translation services and their inability to provide these services through already existing staff, these municipalities deem it unnecessary to include such a position in the staffing table.

In general, the current level of attendance of Ministry of Local Government Administration monitors in municipal assembly meetings is not sufficient to address all deficiencies observed in preparation of meetings, proper conduct during meetings and follow-up to meetings. A more regular presence of Ministry officials could positively influence the legality of operations of municipal assemblies and the resulting municipal acts and should be considered as a non-binding good governance tool.

5. Recommendations

For improved performance of local government bodies on the basis of good governance principles and in line with the regulatory framework, the OSCE recommends:

To the municipal assemblies and caucuses:

- To adhere to the principle of open meetings by ensuring timely and wide information dissemination about upcoming meetings to the public.

- To hold the chairperson of the assembly accountable as the effective guardian of procedures. Chairpersons should be more proactive in defending the assembly's role as the legislative oversight body vis-à-vis the municipal executive.
- To translate and publish all assembly meeting materials in all official languages.

To the Ministry of Local Government Administration:

- To continue and extend the Ministry's monitoring in order to identify procedural irregularities committed before, during and after municipal assembly meetings, as well as to address to the competent court all issues deriving from administrative review process of municipal acts.