

Open Government Analysis of the Ministry of
Education, Science, Technology and Innovation (2025)

Proposals for improvements to the current situation

OPEN GOVERNMENT ANALYSIS OF THE MINISTRY OF EDUCATION, SCIENCE, TECHNOLOGY AND INNOVATION (2024)

ABOUT THE PUBLICATION

This document was drafted within the framework of the "**Boost Good Governance 5.0 & 6.0**" project, supported by **the National Endowment for Democracy (NED)** and implemented by **Open Data Kosovo (ODK)**.

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LANGUAGE VERSIONS

SHQ, ANG, SER

COMPLETED IN APRIL, 2026 © ODK

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INTRODUCTION

Analysis conducted by Open Data Kosovo within the framework of the “Boost Good Governance 6.0” initiative has shown that transparency, accountability and institutional openness are key elements for strengthening democratic governance in Kosovo. Through monitoring and evaluation of public institutions over the years, it has been observed that increasing transparency and access to information directly impacts on improving institutional performance and increasing citizen trust.

In this context, this study aims to analyze the level of open governance in the Ministry of Education, Science, Technology and Innovation (MESTI), providing a detailed assessment of transparency, accountability and institutional openness for the period 2024.

This paper is prepared based on research conducted by Open Data Kosovo during 2024 and 2025. The analysis is based on a structured methodology and measurable indicators, which are used to assess the performance of MESTI in relation to the principles of good governance. The main purpose of this research is to provide a clear overview of the current situation and identify areas for improvement.

Building on previous analyses conducted within the framework of this initiative, this document also presents the progress achieved over the years by MASTI, as well as highlights areas where further interventions and improvements are required. The methodology and indicators have been updated to adapt to institutional developments and increasing demands for transparency and accountability.

This document is addressed to policymakers, public officials, and other relevant stakeholders who can benefit from the findings and recommendations presented. It also aims to serve as a valuable resource for civil society organizations and international partners operating in the field of good governance and transparency.

Open Data Kosovo remains committed to promoting transparency and open research, sharing the results of this study with institutions and the public. The organization encourages dialogue and suggestions that can contribute to the further improvement of this document and good governance practices in Kosovo.

RESEARCH METHODOLOGY

This research is based on data and assessments collected within the framework of the “**Boost Good Governance 6.0**” initiative, using the Regional Openness Index methodology to measure the level of transparency, access to information and institutional integrity in the **Ministry of Education, Science, Technology and Innovation (MASTI) during the period 2024–2025**. The analysis aims to assess the degree of institutional openness of MASTI towards citizens and civil society, as well as the progress achieved compared to previous reports carried out within the framework of the **NED projects 1.0, 2.0, 3.0, 4.0, 5.0 and 6.0**.

The methodology is based on four fundamental principles of the Regional Openness Index: transparency, accessibility, integrity and awareness. These principles are operationalized through specific quantitative and qualitative indicators, built on international standards, recommendations for good governance and best practices of public institutions.

The data for this research were collected through several main sources: analysis of documents and information published on the official website of MASHTI, other public sources of information, as well as through questionnaires officially addressed to the relevant structures within the ministry.

The assessment of the principle of transparency focuses on the publication and regular updating of organizational information, official documents, budget and public procurement procedures. Accessibility analyzes the implementation of procedures for access to public documents, the availability of information to citizens and the level of interaction of the institution with the public through consultations and communication channels. Institutional integrity assesses mechanisms for preventing corruption, the implementation of codes of ethics and transparency in decision-making processes. Awareness is related to MASHTI's efforts to monitor public policies and to inform and involve citizens in relevant processes.

Through comparative analysis with the findings of previous years, this research identifies the progress made in increasing transparency and institutional openness in MASHTI, as well as the challenges that continue to affect citizens' access to information. Based on the results, concrete recommendations have been developed for improving institutional practices and strengthening good governance within the ministry.

ACCESS

In 2023, the Ministry of Education, Science, Technology and Innovation (MASTI) had achieved a score of 70% on the principle of accessibility. Compared to this score, the analysis for 2024 shows an improvement to 72%, marking an increase of 2%. This score reflects progress in strengthening mechanisms for access to information and public involvement, although some challenges remain that require further addressing.

Within MESTI, the principle of access reflects the level of transparency in the provision of information and the real possibility of public involvement in decision-making processes. The data from the 2024 questionnaire show that MESTI has established some basic mechanisms to ensure access to information, but continues to face significant shortcomings in terms of institutional capacity and broad public involvement.

Regarding the publication of information, public procurement contracts and their annexes are published through the e-procurement platform, while during 2024–2025, annexes to contracts were also published on this platform. This shows that information on procurement is accessible to the public, although not in a centralized manner on the official website of the institution.

In terms of institutional capacity, there is a lack of a training mechanism or guidelines for civil servants regarding the handling and publication of information under the Law on Access to Public Documents. This represents a significant gap in the standardization of transparency practices within the institution and may impact the quality and consistency of information provision.

An important indicator of access to information is the handling of requests for free access to information. During 2024, MESTI received 83 requests, of which 79 were approved, 2 were partially approved and 2 remained unanswered, while no request was rejected. These data show a high level of responsiveness, but also emphasize the need for all requests to be handled without exception.

Regarding public involvement in legislative processes, during 2024 and early 2025, three draft laws were prepared, while public consultations were organized for only two of them. Documents and reports from these consultations have been published, reflecting a basic level of transparency in this process.

However, public consultations were not conducted online, but only with physical presence, which limits wider access and participation of citizens. Furthermore, mechanisms for filing complaints and concerns exist, but they are not standardized in a single form and depend on the nature of the issue, making this process less clear to the public.

Overall, MESTI has made strides in ensuring access to information, particularly through the publication of data and the handling of requests for information. The 2% increase in 2024 shows positive progress, but it remains necessary to strengthen training mechanisms, expand the form of public consultations, and standardize communication processes with citizens, so that access is more effective and inclusive.

AWARNESS

The awareness component in MESTI is related to the way the institution monitors its activities and ensures that its work reflects concrete results. For 2024, this component has marked an increase of 69% compared to previous periods. This indicator is important, as it reflects whether the processes of transparency and accountability are implemented in practice.

The data from the 2024 questionnaire show that MESTI has established some basic mechanisms for reporting and reflecting on its activities. The institution provides information to the public through the publication of various documents and data, thus creating opportunities for external monitoring by citizens and stakeholders.

However, in the internal aspect, the lack of training mechanisms and instructions for information management indicates that institutional awareness is not fully developed. This may affect the way the institution reflects on its performance and improves work practices. Another important aspect is related to the handling of access to information requests. The high number of approved requests indicates that MESTI is generally open to public requests, enabling external control and evaluation of the institution's work.

Similarly, the publication of documents and reports from public consultations demonstrates a level of transparency that contributes to increasing institutional awareness, as it allows the institution's activities to be visible and accessible from the outside.

In summary, MESTI has created an initial basis for institutional awareness through the publication of information and response to public requests. However, the lack of more structured internal mechanisms, such as training and standardization of processes, indicates that there is still room for further improvement in this component.

INTEGRITY

In 2023, the Ministry of Education, Science, Technology and Innovation (MESTI) had an integrity score of 67%. Compared to the previous year, in 2024 a slight increase was recorded and the score reached 68%. This improvement is related to the continuation and consolidation of mechanisms that ensure transparency, fair treatment of information and accountability to the public.

The data from the 2024 questionnaire show that MESTI has continued to implement practices that contribute to strengthening institutional integrity, especially in terms of transparency and access to information. The publication of public procurement contracts, including appendices and annexes, on the e-procurement platform demonstrates a level of institutional openness and enables external monitoring.

Another important element of integrity is the handling of access to information requests. The high number of approved requests and the lack of refusals indicate that MESTI responds openly to public requests, contributing to increased trust and accountability.

In terms of decision-making, the organization of public consultations on draft laws and the publication of documents and reports from these consultations reflect a level of transparency and stakeholder involvement in institutional processes. These practices help ensure that decisions are not made in a closed manner, but are open to public input.

However, some shortcomings continue to affect the strength of institutional integrity. The lack of structured training mechanisms for handling information and the limitation of consultations to physical form indicate that institutional capacities to support integrity are not yet fully developed.

Overall, MESTI has created an important basis for institutional integrity through transparency in the publication of information and response to public requests. The 1% increase in 2024 shows gradual progress, but it remains necessary to develop more sustainable and comprehensive mechanisms that ensure uniform implementation of integrity principles at all levels of the institution.

TRANSPARENCY

In 2023, the Ministry of Education, Science, Technology and Innovation (MESTI) had achieved a transparency level of 62%. Compared to this result, the analysis for 2024 shows that the level of transparency has remained the same, at 62%, without increasing or decreasing. This result shows a stability in existing transparency practices, but at the same time underlines the need for new developmental steps to achieve further progress.

Institutional transparency in MESTI for the period 2024 reflects the existence of a functional basis of mechanisms for public information, although with room for further development in some areas. In financial and administrative terms, the publication of public procurement contracts, including appendices and annexes on the e-procurement platform, constitutes an important practice that enables access to information on the management of public funds. This mechanism contributes to increasing accountability and offers a considerable level of openness to the public.

Regarding access to information, the data shows that the majority of requests for information were successfully handled and no refusals were recorded. This demonstrates a generally positive approach of the institution towards transparency and a willingness to respond to citizens' requests. However, the presence of a small number of unanswered requests suggests the need for improvement in the consistency and efficiency of this process.

In terms of transparency in decision-making, organizing public consultations and publishing relevant documents and reports reflects efforts to increase inclusion and make processes more open. These practices are important for building a more structured communication with stakeholders. However, conducting consultations only in physical form limits the possibility of wider participation, especially for citizens who cannot be physically present.

Also, the lack of a standardized mechanism for handling complaints and concerns indicates that communication with the public could benefit from a clearer structuring. A more organized approach in this regard would help increase citizen trust and improve interaction with the institution. Overall, MASTI has established several important practices that contribute to transparency, especially in the publication of information and the handling of requests for access to documents. Although no increase was recorded in 2024, maintaining the existing level of 62% indicates institutional stability. To further advance this component, it remains necessary to strengthen existing mechanisms and expand communication with the public, so that transparency is more complete, more functional and more inclusive.

Citizen engagement in the work of MASHTI in Kosovo

In a survey conducted regarding citizens' perceptions of MASTI's work, several important findings were identified that reflect the level of satisfaction and public trust in the institution. The results show that 23.7% of respondents expressed themselves as very dissatisfied with MASTI's work, while only 7.3% stated that they were very satisfied. These data suggest a relatively low level of satisfaction and a critical perception of the institution's performance.

Regarding the possibility of civic involvement, only 35.2% of respondents assessed that citizens could contribute to MASTI's initiatives, while 51.1% expressed the opinion that such a thing is not possible. This indicates a limited perception of the spaces for participation and emphasizes the need to strengthen mechanisms for involvement and communication with the public.

Overall, these findings underscore the importance of advancing transparency and increasing civic engagement as key elements for building trust and improving institutional performance.

MASTI has made considerable progress in recent years, but there is a need to further deepen reforms related to strengthening transparency, access to information and consolidating internal accountability mechanisms. In this regard, one of the main priorities remains the development of institutional capacities through the drafting and implementation of guidelines and regular training for civil servants, with the aim of ensuring a uniform implementation of the Law on Access to Public Documents and standardizing information publication practices.

MASTI should also move towards a more integrated approach to transparency, centralizing the publication of documents and data on the institution's official website, so that information is easier to find and more accessible to the general public. In terms of civic participation, expanding public consultation formats through the use of online platforms and hybrid formats would enable broader and more inclusive stakeholder involvement in decision-making processes.

It is also necessary to standardize mechanisms for handling complaints and concerns, creating a clear and unified system that increases transparency and citizens' trust in the institution. In parallel, strengthening internal mechanisms for monitoring and reporting performance, including the regular publication of reports on the implementation of policies and programs, would contribute to increasing institutional awareness and accountability to the public. Overall, through further harmonization with international standards of open government and investment in digitalization and human capacity, MASTI can consolidate a more sustainable, transparent and inclusive model of governance in the education, science, technology and innovation sector.

Recommendations

ACTION STEPS

To build more trust, accountability and transparency, the Ministry of Education, Science, Technology and Innovation (MASTI) can take these steps:

Strengthening Accountability

A strong culture of accountability helps an institution to be more transparent and responsive to citizens. MASTI can strengthen this dimension through regular publication of performance reports, policy outcomes, and progress in strategy implementation. Also, establishing measurable performance indicators and periodic reporting on them would increase institutional accountability.

Strengthening Integrity

MASTI can advance institutional integrity through the development of internal anti-corruption policies and clear mechanisms for managing conflicts of interest. Regular training on ethics, transparency, and professional standards would help staff be more aware and better prepared to act with integrity and professionalism.

Increasing Transparency

To gain more public trust, MASTI should centralize the publication of key documents, contracts, draft laws, and consultation results on its official website, in easy-to-read and user-friendly formats. This would help citizens and organizations better understand institutional activity and have easier access to information.

Digitizing Public Participation

MASTI could expand the forms of public consultations by using online platforms and hybrid models. This would increase citizen participation, especially those who cannot be physically present, and ensure a more inclusive decision-making process.

Recommendations

Improving Complaints Mechanisms

It is important to create a standardized and clear system for filing and handling complaints and concerns. Such a mechanism would increase transparency, improve communication with citizens, and strengthen trust in the institution.

Investing in Capacities and Modern Standards

Overall, through investment in human capacities, continuous training and harmonization with international standards of open governance, MASTI can consolidate a more sustainable, transparent and inclusive model of governance in the education, science, technology and innovation sector.

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