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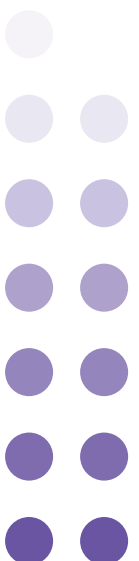
Qendra Kosovare për Studime Gjinore  
Kosovar Gender Studies Center



FROM POLICY TO PRACTICE:  
MONITORING THE IMPLEMENTATION  
OF LOCAL GENDER EQUALITY  
ACTION PLANS IN KOSOVO



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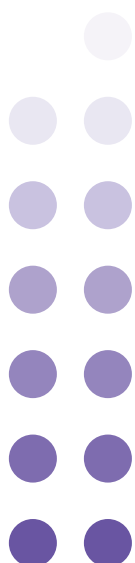
The consolidated report “From Policy to Practice: Monitoring the Implementation of Local Gender Equality Action Plans in Kosovo”, covering sixteen (16) municipalities, was prepared by the Kosovar Gender Studies Center (KGSC) under the initiative “Gender-Sensitive Citizen Monitoring and Accountability”, and is funded by the European Union under the “Gender Equality Facility” project, implemented by UN Women.

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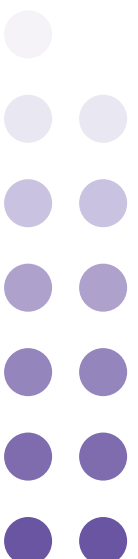


The UN Women Gender Equality Facility (GEF) project is designed to support Kosovo in ensuring that, through the EU accession process, gender equality is effectively mainstreamed across all sectors, and that institutional mechanisms for gender equality are strengthened, with the ultimate result of more equitable socio-economic development outcomes for women and men, girls, and boys, in all their diversity.

Kosovar Gender Studies Center (KGSC) [www.kgscenter.net](http://www.kgscenter.net) has been contributing to gender mainstreaming since 2002 and continuously makes efforts to achieve gender equality in Kosovo. It has been pioneering changes to the discriminatory system, social norms, and double standards, and is very active in monitoring public institutions. The mission of KGSC is to integrate gender-sensitive analysis, programs, and policies in all sectors of Kosovar society by increasing gender awareness and focus on gender issues, developing gender studies, and ensuring the inclusion of gender sensitive policies through research, policy development, advocacy, and lobbying.

## Acknowledgements

Kosovar Gender Studies Center expresses their sincere appreciation to the European Union, the EU Office in Kosovo, and UN Women Kosovo for their ongoing support and collaboration, as well as to all partner municipalities and civil society organizations whose contributions were vital to the preparation of this report.



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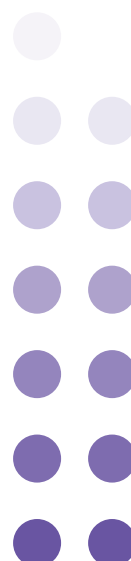
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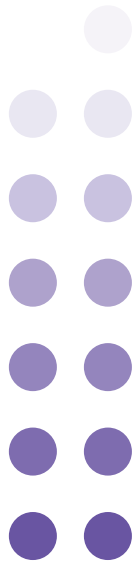
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# ABBREVIATIONS AND ACRONYMS

AGE	Agency for Gender Equality
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEMR	Council of European Municipalities and Regions
EU	European Union
GBV	Gender-Based Violence
GE	Gender Equality
GEO	Gender Equality Officer
GEF	Gender Equality Facility
KGSC	Kosovar Gender Studies Center
LGAPs	Local Gender Equality Action Plans
MLGA	Ministry of Local Government Administration
MPMS	Municipal Performance Management System
MWAHR	Mitrovica Women's Association for Human Rights
NGO	Non-Governmental Organization
PAP	PAP – Papanicolaou test
RROGRAEK	The Network of Roma, Ashkali and Egyptian Women's Organizations of Kosovo
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SRHR	Sexual and Reproductive Health and Rights
WCSOs	Women-led Civil Society Organizations
YIHR	Youth Initiative for Human Rights





# EXECUTIVE SUMMARY

This consolidated report represents an **independent civil society monitoring exercise** conducted across 16 Kosovo municipalities by the KGSC and partner women's civil society organizations (WCSOs). The analysis is based on publicly available data, municipal feedback, and field-level validation, but **does not constitute official statistics or reports of the monitored municipalities**.

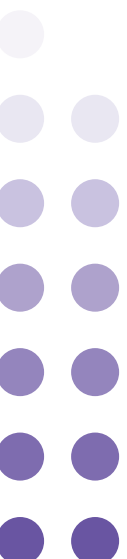
This monitoring is situated within the broader European Union (EU) integration framework, recognizing that the progress of Kosovo toward gender equality is an integral part of its obligations under the EU acquis and the EU Gender Equality Strategy 2020–2025. Within the UN Women Gender Equality Facility (GEF) project, funded by the European Union, the monitoring contributes to strengthening institutional capacities and ensuring that local governance reforms, policies, and practices align with EU standards on equality, non-discrimination, and inclusive governance.

The monitoring activity was undertaken during the period March–July 2025, assessing a variable implementation period across municipalities, ranging from approximately five months in newly adopted Local Gender Equality Action Plans (LGAPs) to up to fifteen months in earlier-starting ones. This variation reflects the different timelines of plan approval and operationalization in each municipality. The assessment used a mixed-methods approach that included desk review, LGAP analysis, stakeholder consultations, focus groups, interviews, and review of municipal websites and social media channels. Findings were interpreted in light of each municipality's implementation stage and available data.

In partnership with six WCSOs, the project applied a standardized gender-sensitive monitoring process to generate evidence on progress, achievements, and challenges encountered during the initial implementation period (ranging from five to fifteen months across municipalities). Through targeted financial and technical support, as well as capacity-building by KGSC, WCSOs tracked commitments, assessed results, and identified gaps. This evidence-based approach strengthened advocacy, improved engagement with municipal authorities, enhanced accountability, and supported the alignment of Kosovo with EU gender equality standards.

This report provides insights into the state of gender equality at the municipal level, consolidates data on LGAP implementation, and formulates actionable recommendations. It aims to inform decision-makers, empower civil society, and foster sustained collaboration between local authorities and communities to achieve more equitable socio-economic outcomes for women and men, girls and boys.

While municipalities are formally required to report to the central level on the implementation of their LGAP in line with the Law on Gender Equality, this consolidated report represents independent monitoring by civil society and aims to complement official reporting mechanisms.





Findings provide cross-municipal insights, highlight good practices, and present concrete recommendations for strengthening implementation.

Among these findings, the monitoring exercise highlights that a key barrier to LGAP implementation lies in basic local governance deficits, such as the absence of standardized procedures, incomplete documentation, and limited data and reporting systems. These shortcomings hinder not only the systematic implementation of the LGAPs but also broader municipal governance. The findings therefore underscore that more gender-equitable and inclusive policies can be achieved only if support for gender equality goes hand in hand with the gradual strengthening of local governance systems and reform processes.

The main findings emerging from this monitoring exercise are summarized below.

## Key findings

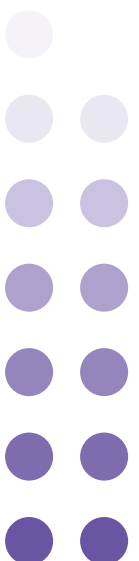
- **Partial implementation:** A considerable share of LGAP activities remains partially implemented, primarily due to limited human and financial resources, weak institutional coordination, and competing municipal priorities.
- **Governance and administrative systems:** The absence of fully standardized procedures, documentation, and reporting practices continues to affect the consistency of LGAP implementation. Strengthening internal coordination and data systems will enhance accountability and alignment with EU standards on equality and good governance.
- **Data gaps:** The absence of standardized reporting systems, lack of sex-disaggregated (and other essential) data, and inconsistent documentation undermine accountability and limit the ability to assess adequately the progress and impact.
- **Good practices:** Positive results were observed in areas such as gender-responsive budgeting, women's economic empowerment, gender-sensitive health programs, strategic partnerships with civil society, and initiatives promoting women's participation in decision-making processes.
- **Institutional constraints:** Gender Equality Officers (GEO) often face excessive workloads and insufficient resources, while oversight and accountability mechanisms remain underdeveloped.

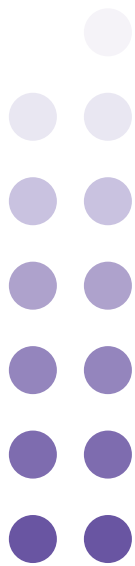
## Recommendations

1. **Standardize Monitoring:** Use SMART indicators and systematic, uniform data collection tools to strengthen monitoring processes and support evidence-based decision-making.
2. **Build Capacity:** Provide targeted administrative and technical support to GEOs and allocate dedicated resources for LGAP implementation.

3. **Enhance Coordination:** Strengthen cross-departmental collaboration on LGAP implementation and establish functional oversight committees/structures to improve coherence and accountability.
4. **Replicate Good Practices:** Scale up successful initiatives in women's economic empowerment, gender-responsive healthcare services, and inclusive citizen engagement in decision-making across municipalities.
5. **Strengthen Citizen Engagement:** Promote broader and more inclusive public participation, particularly of women in general and of women and men from marginalized groups, in monitoring, evaluation, and feedback processes.

By implementing these measures, municipalities can transform LGAPs into effective tools for advancing gender equality, empowering women and marginalized groups, and ensuring inclusive, transparent, and accountable local governance. In doing so, they also contribute directly to the EU integration agenda of Kosovo by translating European standards and legislation on gender equality into local governance practice. The use of the European Charter for Equality of Women and Men in Local Life as a guiding instrument reinforces this alignment, ensuring that LGAP implementation not only addresses local priorities but also advances the fulfillment of broader European commitments by Kosovo.





# 1. INTRODUCTION

## 1.1. Summary of the project

From mid-March to the end of July 2025, the EU-funded UN Women initiative by KGSC, “Gender-Sensitive Citizen Monitoring and Accountability,” supported the EU integration of Kosovo by embedding gender equality into local governance. Partnered with six WCSOs via funding, training, and standardized monitoring to implement LGAPs, generate evidence for advocacy, and engage municipalities, and promoted dialogue via meetings, workshops, and a multi-stakeholder forum, yielding a consolidated report.

Standardizing gender-sensitive monitoring ensures consistent and inclusive data collection, producing reliable evidence for local gender policies and advocacy. This approach also aligns accountability mechanisms with EU standards, promoting transparency and equity. This framework enhances the meaningful participation of women and marginalized groups in decision-making processes, fostering empowered communities and sustainable governance.

## 1.2. Purpose of the report

The consolidated monitoring report presents the results of an evidence-based assessment of the progress in implementing LGAPs in effect (2024–2026) across 16 municipalities<sup>1</sup> in Kosovo.<sup>2</sup> The monitoring period covers activities undertaken in each municipality during the first five to fifteen months of LGAP implementation, up to 31 March 2025, thereby capturing the different stages of progress and contextual variations in implementation across municipalities.

This report evaluates the extent to which LGAP implementation aligns with the priorities, strategic objectives, and planned actions set out in approved municipal plans. It assesses the degree of fulfillment of both strategic and specific objectives and measures the tangible impact of these actions on advancing gender equality at the municipal level. In doing so, it highlights good practices and successful initiatives, while also identifying persistent challenges and institutional gaps that have hindered the full realization of planned interventions.

1 Dragash/Dragaš, Ferizaj/Uroševac, Gjakovë/Đakovica, Gjilan/Gnjilane, Gračanica/Gračanica, Hani i Elezit/Elez Han, Istog/Istok, Kamenicë/Kamenica, Klinë/Klina, Lipjan/Lipljan, Mitrovicë e Jugut/ Južna Mitrovica, Obiliq/Obilić, Pejë/Peć, Podujevë/Podujevo, Prizren/Prizren, and Viti/Vitina

2 Municipality of Prishtinë/Priština adopted their LAPG in June 2025; thus, it was not included in this phase

This monitoring serves a dual purpose: it provides evidence for strengthening municipal gender equality mechanisms and supports the alignment of Kosovo with the EU acquis on gender equality, non-discrimination, and local governance reform. Its findings are relevant to the assessment by the EU of institutional readiness under Chapter 19 (Social Policy and Employment) and other cross-cutting equality chapters within the accession framework.

Building on the findings, the report formulates practical, actionable recommendations to enhance gender-responsive planning, budgeting, service delivery, and governance at the local level. The monitoring process also underscores the critical role of GEOs and other municipal actors in safeguarding and advancing the rights of women and girls within their communities. By presenting evidence-based insights and targeted recommendations, this report aims to inform policy decisions, guide future interventions, and support municipalities in creating more inclusive, equitable, and accountable local governance systems.

The purpose of this consolidated report is not to compare municipalities competitively, but to promote peer learning and exchange. The analysis highlights both common challenges and effective practices that can strengthen LGAP implementation across Kosovo. While each municipality operates within its own context, many of the identified issues are shared, and lessons learned from successful approaches can inform and inspire progress in other municipalities.

Municipalities are institutionally responsible for preparing regular monitoring reports on LGAP implementation as part of the gender equality framework of Kosovo. This independent civil-society assessment builds upon those obligations by providing a **comparative qualitative review** across sixteen municipalities. Although it does not include quantitative data, the report offers **contextual and analytical insights** into progress achieved, institutional practices, and local accountability mechanisms.

## 1.3. Methodology and data collection tools

The monitoring of the implementation of the LGAPs in the sixteen (16) municipalities was conducted by six WCSOs engaged by KGSC through an open and competitive call. As mentioned in the above section, only 16 municipalities were included in the current monitoring cycle, as the municipality of Prishtinë/Priština adopted its LGAP during the monitoring period and was therefore not covered by the assessment.

Given the different adoption dates of LGAPs across municipalities, this exercise should be understood as a baseline monitoring of early implementation progress, rather than a uniform performance evaluation.

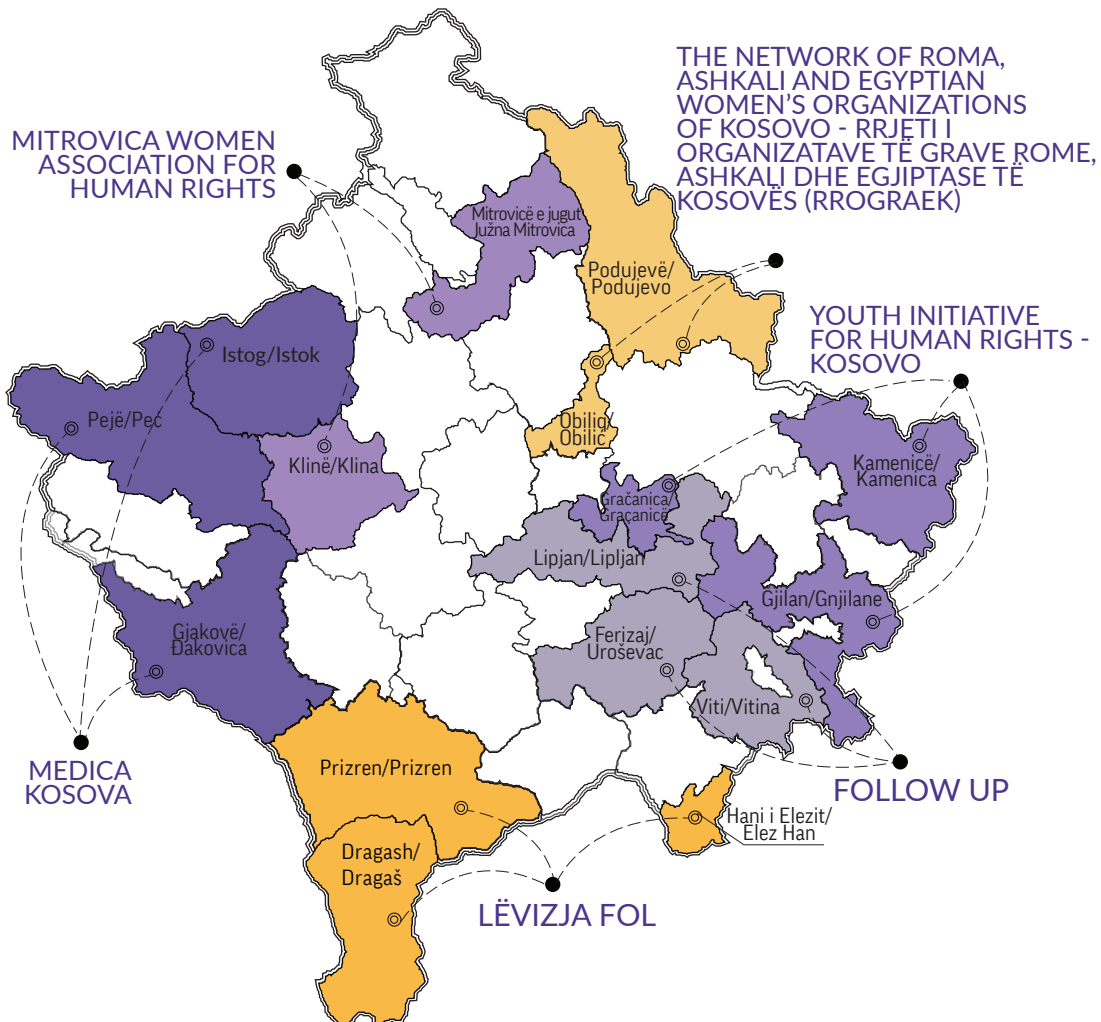
The selected WCSOs, chosen by an evaluation committee based on their experience, expertise, and capacity, participated in tailored training sessions, delivered both in

person and online, by UN Women Kosovo project staff and experts, as well as the KGSC staff. The training<sup>3</sup> focused on gender-responsive monitoring approaches, data collection methodologies, indicator development, and reporting standards, equipping the WCSOs with the necessary skills and tools to conduct effective monitoring.

The monitoring staff of the WCSOs were equipped with LGAPs for their respective municipalities, a standardized monitoring matrix, and sample data collection tools such as interview guides, focus group questionnaires, and survey templates. However, the WCSOs were also invited to adapt or complement these tools and to use additional methods they deemed appropriate for collecting data and preparing their individual monitoring reports.

Each WCSO was assigned specific municipalities to monitor, as outlined below.

Graph 1: WCSO Coverage Across Monitored Municipalities



3 Delivered in person on 15-16 April in Prishtinë/Priština and followed up by an online recorded refresh session on 25 April 2025.

## Data Collection Methods

To ensure a comprehensive and evidence-based assessment of LGAP implementation, the WCSOs combined qualitative and quantitative methods during the monitoring process. The primary methods included:

- **Document Analysis:** Review and analysis of municipal LGAPs, annual reports, and other relevant documentation to assess planned versus implemented activities.
- **Key Informant Interviews and Focus Groups:** Structured interviews and group discussions with municipal officials, GEOs, and community members to capture insights into implementation progress, challenges, and impact.
- **Digital and Media Review:** Screening of municipal websites and social media platforms to identify and verify LGAP-related activities and public communication efforts.
- **Citizen Consultations:** Engagement with citizens to understand their perceptions, awareness, and feedback regarding gender equality initiatives.

This mixed-methods approach ensured triangulation of data and enriched the analysis with both institutional perspectives and community-level insights.

## Validation of Findings

To ensure accuracy and reliability, municipalities were invited to review and validate the findings before the finalization of this report. Draft results were shared with local authorities for written feedback and discussed during dedicated validation roundtables organized in each municipality. This participatory process allowed municipal representatives to confirm, clarify, and, where necessary, supplement information, thereby strengthening the credibility and validity of the consolidated analysis.

In total, **15 validation** meetings were organized with municipal officials, GEOs, and representatives from civil society across all 16 municipalities analyzed, engaging over 120 participants, of whom 75 were women (62 per cent) and 45 were men (38 per cent), respectively. Participation levels varied across municipalities, with attendance ranging from small, focused discussions of four to five participants to larger group discussions of up to 15 participants. The strong representation of women, both municipal officials and civil society actors, demonstrates their interest in and engagement in gender-responsive governance and accountability at the local level.

Among the partner organizations, “Follow Up” recorded the highest level of participation, engaging a total of 33 participants (25 women and eight men) across three municipalities: Ferizaj/Uroševac, Lipjan/Lipljan, and Viti/Vitina. “Medica Kosova” closely followed, with 29 participants (21 women and eight men) across Gjakovë/Đakovica, Pejë/Peć, and Istog/Istok, demonstrating consistently active engagement and balanced representation. “Mitrovica Women Association for Human Rights” facilitated two well-attended sessions in Mitrovicë e Jugut/Južna Mitrovica

and Klinë/Klina, gathering 25 participants (15 women and 10 men), including eight representatives of civil society organizations, which enriched the discussions with community perspectives. “Youth Initiative for Human Rights – Kosovo” organized validation meetings in Gjilan/Gnjilane, Gračanica/Gračanica, and Kamenicë/Kamenica, bringing together 21 participants (12 women and nine men) who actively contributed to reviewing and confirming the findings. “Lëvizja FOL” completed its three sessions in Dragash/Dragaš, Hani i Elezit/Elez Han, and Prizren with 14 participants (7 women and seven men), ensuring gender balance and active local involvement. Finally, “RROGRAEK” held a joint validation event in Prishtinë/Priština with 3 participants (2 women and 1 man) from Obiliq/Obilić, while representatives from Podujevë/Podujevo were unable to attend.

The validation process confirmed the credibility and accuracy of the monitoring findings, reinforced collaboration between municipalities and civil society, and demonstrated strong local interest, particularly among women participants, in advancing gender equality and accountability at the local level. This inclusive and transparent process reflects EU and UN principles of participatory governance, accountability, and evidence-based policymaking, ensuring that local monitoring findings are both legitimate and actionable.

## Municipal Reporting Obligations

Municipalities in Kosovo are required to report regularly on the implementation of their LGAPs, in accordance with the Law on Gender Equality (No. 05/L-020)<sup>4</sup>, the Law on Local Self-Government (No. 03/L-040)<sup>5</sup>, and the Circular on the Implementation of Special Measures for Addressing Gender Inequality at the Local Level (No. 0-318, 21 May 2025).<sup>6</sup> These reports serve to monitor progress, identify challenges, and guide future actions to advance gender equality at the local level. They are submitted annually to the relevant municipal bodies, such as the Mayor and Municipal Assembly, and to national institutions responsible for overseeing gender equality and local governance, including the Agency for Gender Equality (AGE) and the Ministry of Local Government Administration (MLGA).

LGAP implementation is an integral part of overall municipal performance and accountability. Gender equality objectives are cross-cutting and contribute directly to improving governance quality, transparency, citizen participation, and service delivery, all of which are monitored under the broader municipal performance framework led by the MLGA. Strengthening gender-responsive governance therefore reinforces not only compliance with the Law on Gender Equality but also the effectiveness and inclusiveness of local government performance as a whole.

4 Law No. 05/L-020 on Gender Equality. See: <https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=10923>

5 Law No. 03/L-040 on Local Self-Government. See: <https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=2530>

6 See article 4.3, para 4.3.2 of this Circular.



The findings presented in this report are based on independent monitoring conducted by civil society partners in cooperation with UN Women and are intended to complement, rather than replace, the official municipal reports required under the national gender-equality and local governance frameworks.

## Methodological Challenges and Limitations

While the monitoring process provided valuable insights into the implementation of LGAPs across sixteen municipalities, several methodological and practical considerations warrant attention. These did not undermine the validity of the findings but provided a crucial context for the interpretation of results.

- **Minor Differences in Reporting Emphasis:** All WCSOs applied a standardized monitoring matrix and reporting template provided through project training and guidance. Some variations were noted in how organizations presented their findings and structured their analyses, reflecting differences in reporting style, experience, and analytical focus rather than methodological inconsistency. For instance, “Lëvizja Fol” categorised implementation levels using five progress indicators, while “Follow Up” organized its report by municipal directorates. “Medica Kosova” presented results by year and objective, and the “Youth Initiative for Human Rights” offered concise implementation summaries. “Mitrovica Women Association for Human Rights” emphasized progress against targets, and “RROGRAEK” complemented its analysis with participation data when available. This diversity of approaches added qualitative depth to the analysis, while the consolidated review maintained overall coherence and comparability across WCSO reports.
- **Time Constraints:** The monitoring period was relatively short and, in some cases, coincided with the summer annual leave of key municipal staff. This limited the availability of some respondents and required WCSOs to exercise flexibility in scheduling interviews and validation meetings. Despite these constraints, all municipalities were successfully covered, and validation sessions were completed as planned.
- **Institutional Awareness and Capacity:** In several municipalities, awareness of LGAPs and their monitoring process, among municipal staff beyond the GEOs, remained limited. Implementation responsibilities were often concentrated in the hands of a few officials, affecting data comprehensiveness and underscoring the importance of strengthening cross-departmental ownership of gender equality objectives.
- **Indicator Interpretation and Data Depth:** Although the indicators and reporting templates were standardized, some WCSOs faced challenges when activities overlapped across multiple objectives or when municipal data systems lacked disaggregated or verifiable evidence. These issues were addressed during the consolidation phase through triangulation and validation, ensuring that the final analysis remained coherent and evidence-based.

The monitoring framework and standardized tools applied by all WCSOs provided a solid foundation for collecting, validating, and analyzing data on LGAP implementation.

The mixed-methods approach, combining document review, key informant interviews, focus groups, and validation meetings, ensured both depth and reliability of evidence.

## 1.4. Strategic and Policy Framework

The implementation of LGAPs in Kosovo is rooted in a comprehensive legal, policy, and institutional framework that reflects the country's commitment to advancing gender equality and aligning with European and international standards. LGAPs are essential instruments for translating these national and EU commitments on gender equality and local governance into concrete actions at the municipal level, ensuring that local policies, budgets, and services uphold the principles of equality and non-discrimination.

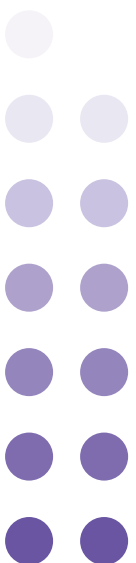
By operationalizing national legislation and EU law within the local context of Kosovo municipalities, LGAPs bridge the gap between legal provisions, policy commitments and day-to-day governance, embedding gender equality into municipal decision-making, service delivery, and development planning.

The implementation of these standards through LGAPs contributes directly to the broader EU integration efforts of Kosovo by promoting compliance with the EU acquis on gender equality and equal treatment, as well as relevant international human rights frameworks. This alignment ensures that municipal governance reforms advance the principles of inclusive, transparent, and rights-based local governance, in line with the European integration priorities of Kosovo and the standards of the EU on equality and good governance.

## 1.5. National Legal and Policy Framework

**The Constitution of the Republic of Kosovo** enshrines gender equality as a core value. Article 7 establishes *gender equality* as one of the fundamental principles of Kosovo, while Article 22 ensures direct applicability of international human rights instruments such as CEDAW. Article 24 guarantees *equality before the law* and prohibits discrimination on any grounds, including gender. Moreover, Article 71 requires measures to promote balanced gender representation in the Assembly of Kosovo.

These constitutional guarantees are operationalized through the **Law on Gender Equality (No. 05/L-020)**, which provides mechanisms for mainstreaming gender equality in all areas of governance, and through the **Law on Protection from Discrimination (Law No. 05/L-021)**, which prohibits direct and indirect discrimination in both public and private life. Together, these laws establish a strong legal foundation for advancing gender equality and ensuring accountability across sectors.



A central strategic policy instrument guiding gender equality action is the **Kosovo Program for Gender Equality 2020–2024**, developed by the Agency for Gender Equality (AGE) under the Office of the Prime Minister. This program sets out strategic objectives, priorities, and measures to advance gender equality across sectors. It emphasizes gender mainstreaming in policy design and implementation, institutional capacity-building, and strengthened monitoring and accountability mechanisms. It also promotes the integration of gender equality considerations at all levels of governance, from national institutions to municipal structures.

At the local level, these principles and obligations are further translated into practice through LGAPs, which require municipalities to integrate gender equality into policymaking, institutional structures, budgeting, and service delivery. Under the oversight of the MLGA, municipalities develop gender-responsive budgets and establish local coordination mechanisms to ensure effective and inclusive service provision. The AGE provides policy guidance and monitors progress, while the MLGA supports capacity-building and ensures alignment between national and local institutions.

This legal and policy framework emphasizes transparency, accountability, and evidence-based policymaking, strengthens institutional capacities, and ensures equal participation of women and men in political, economic, and social life, reinforcing the continued alignment of Kosovo with European and international standards on equality and non-discrimination.

## 1.6. EU and Regional Policy Frameworks

At the EU level, the municipalities of Kosovo are guided by key frameworks and standards that promote equality, inclusive governance, and gender-responsive policymaking. One significant tool in this regard is the European Charter for Equality of Women and Men in Local Life, developed by the Council of European Municipalities and Regions (CEMR) in 2006 and revised in 2022.

The Charter provides practical guidance for local and regional authorities on how to embed gender equality into governance, employment, service delivery, and decision-making. For Kosovo municipalities, the Charter is not only a reference point but also a practical tool that supports the design and implementation of gender-sensitive policies, the development of gender-responsive budgets, the formulation of measurable objectives and indicators, and the establishment of effective monitoring and accountability mechanisms.

By applying the principles of the Charter in municipal governance, local authorities strengthen the alignment between their policies and the national legal framework of Kosovo and enhance compliance with EU standards on equality and non-discrimination. The Charter thus reinforces the role of LGAPs as strategic instruments

for implementing gender equality commitments and advancing the broader EU integration objectives of Kosovo.

## 1.7. International Commitments

The gender equality framework of Kosovo is guided by key international human rights standards and global policy commitments. Through Article 22 of the Constitution, several international human rights instruments, including the **Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)**, are directly applicable within the legal order of Kosovo and hold primacy over domestic legislation.

The policies and strategies of Kosovo are also aligned with the principles and objectives of other major international frameworks such as the **Beijing Platform for Action**, the **Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention)**, and the **Sustainable Development Goals (SDGs)**, particularly SDG 5, which focuses on achieving gender equality and empowering all women and girls.

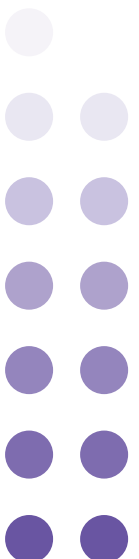
These instruments provide the normative foundation for the gender equality policies of Kosovo and guide the design and implementation of LGAPs. They ensure that local gender equality initiatives reflect globally recognized standards and commitments, while addressing the specific needs and contexts of communities at the municipal level.

## 1.8. LGAP Institutional Arrangements, Development Process, Structure, and Priorities

The development and implementation of LGAPs represent a cornerstone of the efforts of Kosovo to translate national, EU and international gender equality commitments into concrete action at the municipal level. LGAPs function as strategic, costed plans that guide municipalities in mainstreaming gender across governance processes, policymaking, budgeting, and service delivery. Their formulation and implementation are supported by institutional structures, participatory processes, and financial planning mechanisms designed to ensure ownership, accountability, and sustainability.

### Institutional and Governance Arrangements

During the period September 2023 to January 2025, UN Women Kosovo provided technical support to 17 municipalities to develop their LGAPs in the framework of the EU-funded Gender Equality Facility (GEF) project. As a result, 17 municipalities



formally adopted their LGAPs, marking a significant step forward in strengthening gender-responsive local governance.

It is essential to emphasize that the LGAP is not merely a plan under the Gender Equality Officer (GEO) but a strategic plan of the entire municipality. It reflects a shared responsibility among all municipal directorates and decision-making bodies to advance gender equality and embed it across policies, programs, budgets, and services. The GEO plays a key coordinating and supervising role, but the effective implementation of the LGAP, once adopted, depends on the active engagement of all municipal structures.

Each LGAP was developed and approved by municipal assemblies, accompanied by a costed plan that allocated estimated financial resources to planned activities. This ensures that the LGAP is not only strategic but also financially viable. The ultimate goal is for the measures and activities it outlines to be progressively integrated into the Medium-Term Budget Framework (MTBF) and reflected in annual municipal budgets, thereby embedding gender equality objectives into the core of local financial planning and governance.

The preparation and adoption of LGAPs was supported by several institutional structures and governance arrangements within municipalities:

- **Municipal Working Groups:** Established in each municipality to conduct gender analyses, identify priority areas, and coordinate the drafting of LGAPs. These groups ensured cross-sectoral participation and strengthened institutional ownership.
- **GEOs:** Appointed within municipal administrations to lead gender mainstreaming, coordinate LGAP implementation, and monitor progress. Despite their pivotal role, many GEOs face challenges related to limited authority, staffing, and dedicated resources.
- **Policy and Finance Committee of the Municipal Assembly (MA):** As a key decision-making committee, it reviewed the LGAP before its approval, assessed its financial implications, and ensured its alignment with broader municipal priorities and budgetary frameworks.
- **Group of Women Assembly Members:** Present in most municipalities, this group played a significant advocacy role in promoting gender equality priorities and ensuring political support for the adoption and implementation of the LGAP.
- **Municipal Assembly:** As the highest decision-making body, it reviewed, endorsed, and adopted LGAPs, ensuring their integration into municipal policies, plans, and budgets.

These local structures work in coordination with central-level institutions:

- The **Agency for Gender Equality (AGE)** provides policy guidance, monitors compliance with the Law on Gender Equality, supports GEOs through capacity-

building initiatives, and contributes to national monitoring and reporting on gender equality.

- The **Ministry of Local Governance Administration** oversees municipal performance, supports capacity strengthening, and ensures alignment between LGAP implementation and national policy objectives. Through the Municipal Performance Management System (MPMS) and the Performance Grant Scheme, MLGA evaluates municipalities on transparency, accountability, and service delivery, with gender equality and LGAP implementation integrated among the key performance indicators.

Together, these institutional and governance arrangements, as described in the national legal and policy framework above, form the core foundation enabling effective LGAP implementation and oversight. To further consolidate progress, it remains essential to strengthen institutional mandates, ensure adequate human and financial resources, and enhance coordination between municipalities, the Agency for Gender Equality (AGE), and the Ministry of Local Government Administration (MLGA), so that LGAP commitments translate into concrete and transformative local action.

## LGAP Development Process

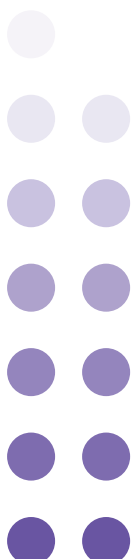
The development of LGAPs followed a structured, participatory, and evidence-based process that ensured relevance, ownership, and alignment with national gender equality goals. Municipal working groups conducted gender analyses, identified priorities, and drafted costed LGAP matrices through consultation with directorates, civil society, and citizens. Draft plans were validated publicly and formally adopted by the Municipal Assembly, ensuring that gender equality measures are integrated into local policies, budgets, and accountability frameworks.

This process established the institutional and analytical foundation for subsequent monitoring, making it a necessary reference point for assessing implementation progress.

## Structure of LGAPs

While tailored to local contexts and priorities, LGAPs generally share a standard structure that ensures clarity, consistency, and measurability across municipalities. The main components include:

- **Legal and institutional framework** – grounding the plan in the constitutional and legislative context of Kosovo.
- **Methodology** – describing the process and approaches used to develop the plan.
- **Vision, strategic and specific objectives** – defining long-term goals and expected results.





- **Costing and resource requirements** – estimating financial needs and potential funding sources.
- **Reporting and monitoring mechanisms** – outlining responsibilities, tools, and processes for tracking progress.
- **LGAP matrix** – detailing activities, responsible institutions, timeframes, and performance indicators.

This shared structure strengthens the comparability of LGAPs across municipalities while allowing for adaptation to local realities. The monitoring exercise focused primarily on the implementation of objectives, activities, and indicators presented in the LGAP matrix, along with the effectiveness of reporting and monitoring mechanisms, while references to methodology and costing were reviewed only insofar as they influenced implementation capacity and resource allocation.

## Common Objectives and Context-Specific Priorities

LGAPs across the 16 municipalities are built on a shared framework aligned with the legal commitments of Kosovo and international gender equality standards. They prioritize four central objectives:

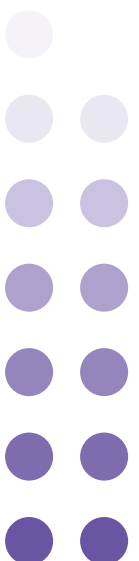
1. **Promotion of Gender Equality and Women's Empowerment:** Ensuring equal opportunities, participation, and decision-making power for women and girls in all areas of public and private life.
2. **Advancement of Economic and Social Rights and Decent Work:** Expanding women's access to employment, entrepreneurship, property rights, and social protection.
3. **Reduction of Gender Gaps in Education, Culture, and Sport:** Enhancing access to quality education, vocational training, and lifelong learning opportunities.
4. **Promotion of Health and Sexual and Reproductive Rights (SRHR):** Improving access to quality healthcare and outcomes for women and girls.

In addition to these shared priorities, many municipalities have integrated **context-specific objectives and measures** tailored to their local realities and development priorities. These include, among others:

- **Prevention and Response to Gender-Based Violence (GBV):** Strengthening coordinated response mechanisms, expanding support services for survivors, and increasing public awareness.
- **Environmental Sustainability and Disaster Risk Reduction:** Integrating gender-responsive approaches into local environmental policies and resilience-building initiatives.
- **Social Inclusion and Equity:** Linking women's economic empowerment to broader social justice objectives, with particular attention to vulnerable groups such as Roma, Ashkali, and Egyptian communities, persons with disabilities, and women in rural areas.

- **Women's Leadership and Political Participation:** Promoting women's representation in decision-making structures and building the leadership capacities of women councilors and community leaders.
- **Youth Engagement and Gender Equality Education:** Raising awareness of gender equality among young people and fostering their participation in community development and decision-making processes.

This combination of shared objectives and locally defined priorities ensures that LGAPs are both strategic and responsive, addressing the overarching gender equality commitments of Kosovo while also reflecting the specific contexts, needs, and opportunities of each municipality. It strengthens LGAPs as instruments for advancing equality, fostering inclusive governance, and promoting sustainable and locally relevant development.





## 2. FINDINGS

This chapter presents the main findings of the monitoring of LGAPs across sixteen municipalities in Kosovo. It is important to note that municipalities were at different stages of LGAP implementation during the monitoring period: the earliest LGAPs were adopted in December 2023, while the most recent one, in Ferizaj/Uroševac, was approved in November 2024, resulting in implementation periods ranging from approximately five to fifteen months.

Accordingly, this monitoring exercise does not represent a uniform performance evaluation but rather provides a baseline analysis of early implementation progress across municipalities. It also marks the first systematic monitoring of LGAP implementation since their adoption and the first instance of direct civil society involvement in assessing progress. The findings therefore offer valuable insights into early achievements, institutional challenges, and opportunities for strengthening future implementation.

The analysis is based on individual monitoring reports prepared by the six WCSOs and consolidated by KGSC. The findings should be interpreted in light of the methodological limitations discussed earlier, and within the broader context of the ongoing local governance reform of Kosovo, in which LGAPs are being implemented. Despite these constraints, the monitoring provides a credible overview of progress achieved, challenges encountered, and the lessons learned in advancing gender equality at the local level.

### 2.1. Overall Progress and Key Challenges

Across the 16 municipalities, the implementation of LGAPs shows a moderate level of progress, with around 60 per cent of planned activities implemented. While some municipalities have achieved implementation rates exceeding 70 per cent, others remain below 50 per cent, highlighting disparities in institutional capacity, available resources, and prioritization.

Municipalities have successfully initiated the LGAP implementation process, but a substantial number of planned activities remain either partially implemented or uninitiated. Many activities remain pending despite initial budget allocations, reflecting structural and administrative bottlenecks rather than a lack of political will. In several cases, allocated funds were reprogrammed to cover other municipal priorities or delayed due to slow disbursement procedures, limiting the timely implementation of planned actions.

Common barriers include delays in establishing gender equality committees due to pending central-level regulations and limited local implementation capacity. In smaller municipalities, the non-functionality or absence of essential community services, such as childcare facilities or multifunctional centres, has also directly constrained the implementation of related LGAP measures.

A recurring issue is the lack of supporting documentation and verifiable evidence for reported activities by the respective municipalities. In most cases, progress is declared without lists of participants, reports, or photos, which reduces accountability and limits monitoring to a declarative level. Similarly, the lack of data disaggregated by sex, age, and ethnicity makes it impossible to measure impact in a gender-sensitive and intersectional way. This problem is compounded by the lack of standardized formats for data collection and reporting, which undermines consistency and comparability across municipal directorates.

Coordination gaps between municipal departments, weak functionality of oversight mechanisms such as monitoring committees, and insufficient cross-sectoral collaboration have resulted in fragmented implementation. Where activities have been reported as “implemented,” many rely on vague or non-numerical indicators, raising concerns that progress is overstated and not necessarily linked to structural change. This highlights the urgent need for SMART indicators to ensure that achievements are measurable and comply with the intended results/targets.

Other challenges include misalignment between allocated budgets and actual spending or financial requirements, staff overload, and competing institutional priorities such as local elections, which divert attention and resources away from implementing gender equality objectives. Cultural and social barriers, particularly in areas of inheritance and property rights, continue to limit women’s rights and agency. In addition, marginalized groups, including women in rural areas and persons with disabilities, remain excluded mainly from participatory and benefit-sharing processes.

Finally, GEOs often face excessive workloads, balancing their LGAP responsibilities with other cross-sectoral duties, which reflects institutional undervaluing of their role and function. Without stronger mandates, operational resources, and consistent oversight, LGAPs risk remaining guiding documents rather than practical tools for achieving substantive gender equality at the local level.

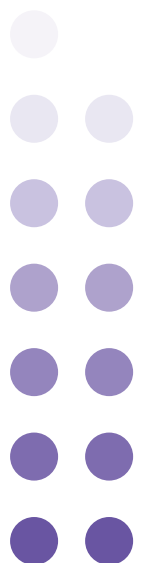


Table 1: Challenges and implications faced by municipalities

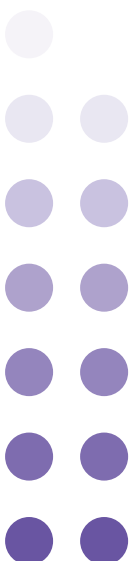
Category	Challenges	Implications
Systemic / Institutional	<ul style="list-style-type: none"> <li>• Delay in forming gender equality committees due to central regulations</li> <li>• Weak functionality of monitoring/oversight committees</li> <li>• Fragmented coordination between municipal departments</li> </ul>	<ul style="list-style-type: none"> <li>• Limited accountability and oversight</li> <li>• LGAPs risk being symbolic documents rather than transformative tools</li> </ul>
Administrative	<ul style="list-style-type: none"> <li>• Lack of supporting documentation (reports, participant lists, photos)</li> <li>• Non-standardized reporting formats- Absence of data disaggregated by sex, age, and ethnicity</li> </ul>	<ul style="list-style-type: none"> <li>• Progress remains declarative rather than evidence-based</li> <li>• No consistent measurement of gender impact</li> </ul>
Financial / Resource-related	<ul style="list-style-type: none"> <li>• Activities remain unimplemented despite allocated budgets</li> <li>• Budget allocations not fully spent</li> <li>• Limited operational support for gender equality officers</li> </ul>	<ul style="list-style-type: none"> <li>• Inefficient resource use</li> <li>• Weak institutional support undermines implementation sustainability</li> </ul>
Human Capacity	<ul style="list-style-type: none"> <li>• GEOs overloaded with cross-sectoral duties</li> <li>• Lack of adequate administrative/technical staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced effectiveness of gender equality officers</li> <li>• Gender mainstreaming deprioritized within municipalities</li> </ul>
Planning / Monitoring	<ul style="list-style-type: none"> <li>• Reliance on vague or non-numerical indicators</li> <li>• Lack of SMART indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Reported progress may be overstated</li> <li>• Difficulty in measuring change or impact</li> </ul>
Political / Contextual	<ul style="list-style-type: none"> <li>• Competing institutional priorities (e.g., elections) divert attention</li> <li>• Weak cross-sectoral collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Gender equality deprioritized in municipal agendas</li> <li>• Discontinuity in LGAP implementation</li> </ul>

Cultural /  
Social

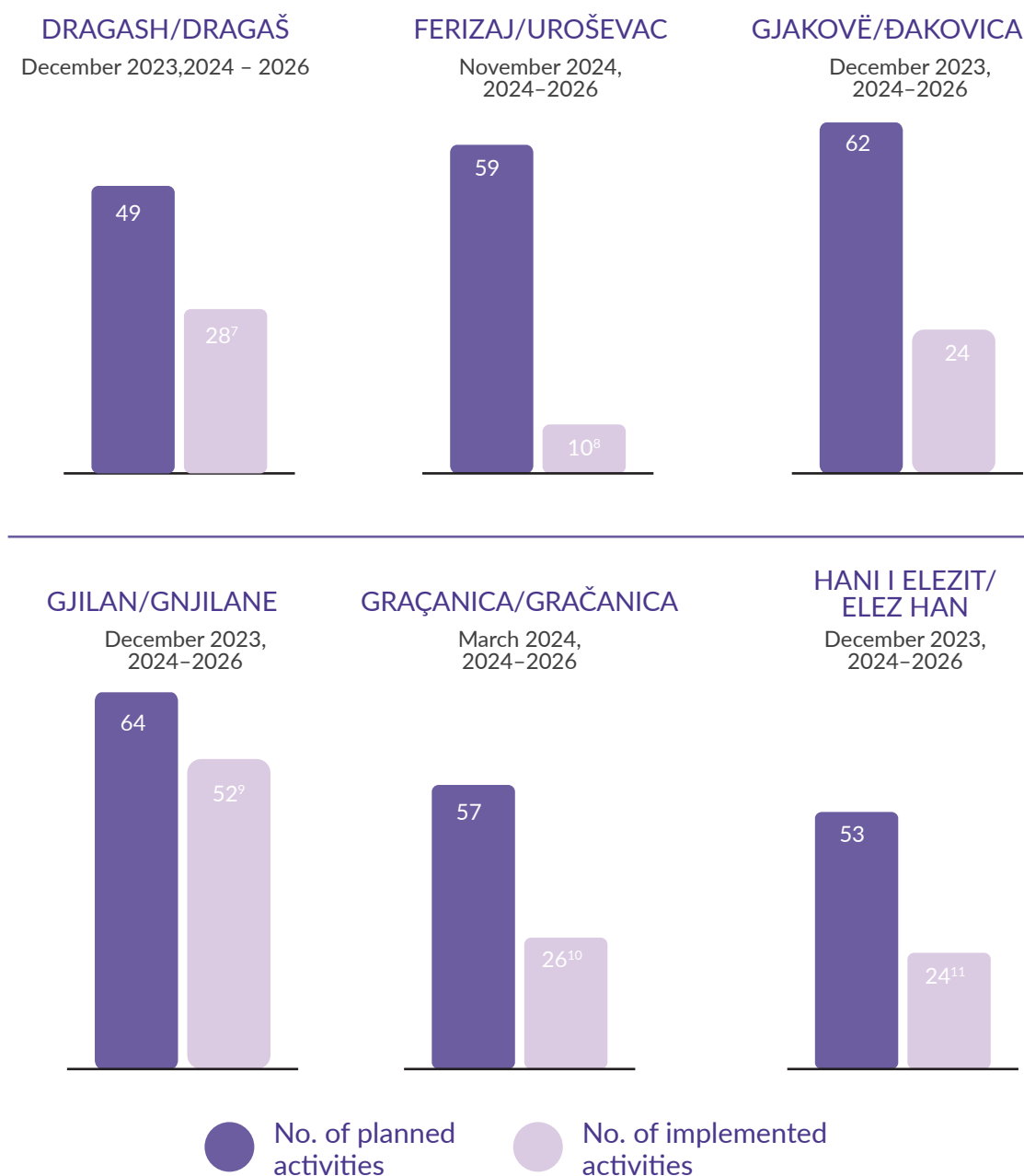
- Resistance to inheritance and property rights practices
- Limited inclusion of women in rural areas and marginalized groups (e.g., persons with disabilities)
- Exclusion from decision-making, accessing services, and benefits
- Reinforcement of structural gender inequalities

## 2.2. Progress by Thematic Priority Area

LGAPs adopted by Kosovo municipalities are based on the Articles of the European Charter for Equality of Women and Men in Local Life and were developed based on a standardized process, in line with official guidance by the Council of European Municipalities and Regions (CEMR). The process of developing LGAPs entailed a situational analysis of the main areas of intervention, a review of the achievements and challenges of a municipality in addressing gender equality matters, and the identification of priorities. Involved working groups consisted of primarily municipal officers, representatives from the Municipality Council or Women's Assembly Members Group, and in some municipalities also NGO representatives worked on finalizing the plans after thorough review and incorporation of feedback received on draft versions. LGAPs were officially adopted by the Municipal Assembly and posted on municipal websites.



Graph 2: Adoption of LGAPs in each municipality, the period the plan covers, and the number of activities planned and implemented.



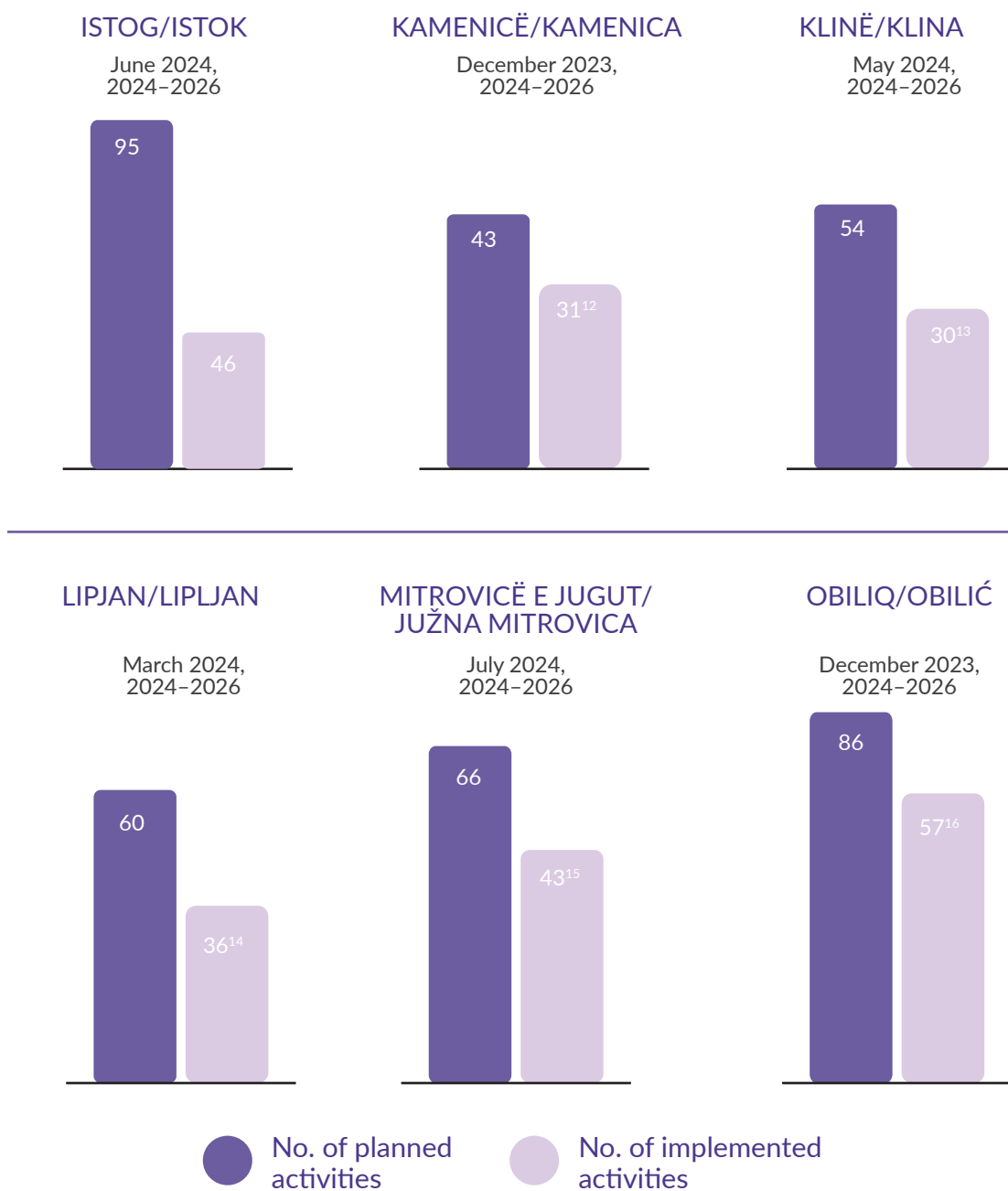
7 According to the preliminary report, nine activities were implemented, 16 activities were partially implemented, and three activities have exceeded the targets.

8 According to the preliminary report, two activities were implemented, and eight activities were partially implemented.

9 According to the preliminary report, 41 activities were implemented, six activities were partially implemented, three activities are ongoing, and two activities lack supporting documents.

10 According to the preliminary report, 25 activities were implemented – 16 of them were implemented by donors / NGOs, and one activity is ongoing.

11 According to the preliminary report, eight activities were implemented, 11 activities were partially implemented, one activity has exceeded the targets, and four activities lack supporting documents.



12 According to the preliminary report, 17 activities were implemented, eight activities were partially implemented, and 6 activities are ongoing.

13 According to the preliminary report, 26 activities were implemented – one of them was implemented by an NGO, three activities were partially implemented, and one activity is in the preparatory phase.

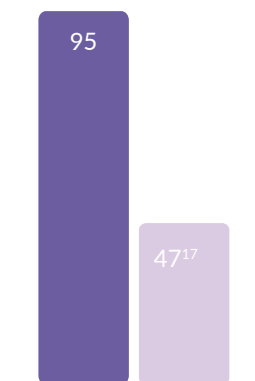
14 According to the preliminary report, 18 activities were implemented, 17 activities were partially implemented, and one activity is ongoing.

15 According to the preliminary report, 19 activities were implemented, 17 activities were partially implemented, and seven activities are ongoing.

16 According to the preliminary report, 44 activities were implemented, eight activities were partially implemented, and five activities are ongoing.

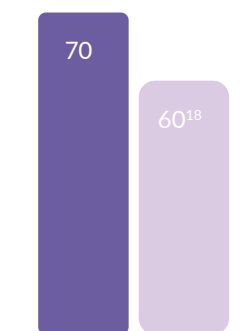
### PEJË/PEĆ

November 2024,  
2024–2027



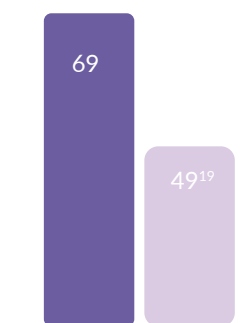
### PODUJEVË/PODUJEVO

March 2024,  
2024–2026



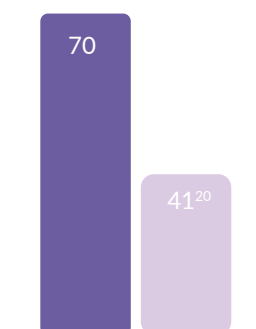
### PRIZREN/PRIZREN

October 2024,  
2024–2026



### VITI/VITINA

March 2024,  
2024–2026



No. of planned  
activities



No. of implemented  
activities

17 According to the preliminary report, 40 activities were implemented, and seven activities are ongoing.

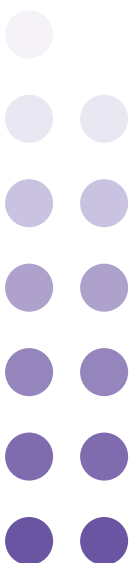
18 According to the preliminary report, 59 activities were implemented, and one activity is ongoing.

19 According to the preliminary report, nine activities were implemented, eight activities were partially implemented, two activities have exceeded the targets, and 30 activities lack supporting documents.

20 According to the preliminary report, ten activities were implemented, 26 activities were partially implemented, and five activities lack supporting documents.

**Promotion of gender equality and empowerment of women and girls in all their diversity** - consistently present as a central objective. Nearly all municipalities have integrated measures aimed at increasing women's participation in decision-making and public life. Around **60–70 per cent** of planned activities in this area have been implemented, reflecting steady progress but leaving room for improvement. Key achievements include efforts to increase women's representation in municipal assemblies and commissions, the establishment of women's caucuses, and the provision of gender-sensitive training for municipal staff. Several municipalities have also adopted gender-sensitive language in official documents and integrated gender perspectives into strategic planning processes. However, persistent barriers remain. Oversight bodies are not yet fully functional in many municipalities, cross-departmental coordination is limited, and GEOs often lack the authority and resources to drive comprehensive change. Deep-rooted social norms still constrain women's participation in decision-making, and in some cases, women's presence in governance structures remains symbolic rather than substantive. Municipalities that have institutionalized women's caucuses, mainstreamed gender in decision-making processes, and partnered with civil society for advocacy and awareness-raising stand out as examples of transformative practice.

1. **Advancement of economic and social rights and decent employment** - framed as economic empowerment and inclusion. Progress in advancing women's economic rights has been uneven. Approximately **50–60 per cent** of planned activities in this area have been implemented across municipalities. Positive steps include support for women entrepreneurs and farmers through grants, co-financing schemes, and subsidies, as well as targeted scholarships for girls and women. Some municipalities have also implemented initiatives to promote women's property ownership and inheritance rights, although cultural barriers continue to pose significant challenges. Limited financial resources, weak coordination with employment and social services, and insufficient data collection on women beneficiaries have often constrained implementation. Where economic empowerment measures have succeeded, they are frequently linked to partnerships with civil society and international actors, as well as sustained political will and resource allocation. Best practices include organizing fairs for women entrepreneurs, supporting the creation of women-led cooperatives, and prioritizing women in municipal grant schemes. These initiatives illustrate how targeted interventions can contribute to women's economic empowerment when supported by dedicated resources and strong institutional commitment.
2. **Reduction of gender inequalities in access to quality education, culture, and sports** - often coupled with lifelong learning. Municipalities report implementing around **60–70 per cent** of planned activities in this area, showing significant progress in improving access to education and promoting gender equality in cultural and sports activities. Initiatives include awarding scholarships to female students, increasing the number of women teachers, organizing events highlighting women's contributions to culture and sports, and introducing gender-sensitive approaches in schools. However, lifelong learning opportunities remain limited, especially in rural areas, and awareness of gender equality among educational staff and students varies widely. Many initiatives depend on donor-funded projects, raising concerns about their





sustainability. Positive practices include municipalities that have integrated cultural and sports programs into their LGAPs to promote equality and social cohesion, and those that collaborate with schools and civil society to challenge gender stereotypes from an early age.

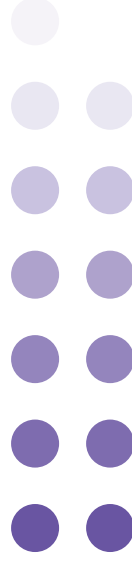
3. **Promotion of health and sexual and reproductive rights** - recognized as essential for gender equality. Progress in this area is moderate, with approximately **55–65 per cent** of planned activities implemented. Municipalities have conducted breast cancer awareness campaigns, provided free PAP tests, offered mammography services, and supported women with chronic illnesses. In some areas, home visits for mothers and newborns have improved access to healthcare and strengthened community-level outreach. Nonetheless, health and sexual and reproductive rights remain under-prioritized in many LGAPs, and access to quality healthcare is uneven, especially in remote areas. Collaboration between municipal health departments and gender equality structures is often insufficient, and data gaps hinder comprehensive impact assessment. Municipalities that have integrated PHSRR into broader community health initiatives and forged partnerships with healthcare providers offer examples of effective practice in this area.

In addition to these shared objectives, several municipalities have expanded their frameworks with context-specific priorities:

- **Freedom from gender-based violence** is emphasized in Ferizaj/Uroševac, Gračanica/Gračanica, Prizren/Prizren, and Hani i Elezit/Elez Han, highlighting a more explicit focus on protection and safety.
- **Environmental and disaster-risk dimensions** are integrated in Obiliq/Obilić (through gender-sensitive environmental planning and awareness initiatives) and Viti/Vitina (through gender-responsive disaster risk reduction measures), linking gender equality to broader resilience agendas.
- **Education Focus Across Municipalities**- while Dragash/Dragaš, Gjilan/Gnjilane, Pejë/Peć, and others explicitly link it to culture and sports, Lipjan/Lipljan and Kamenicë/Kamenica highlight lifelong learning. Gračanica/Gračanica and Obiliq/Obilić prioritize the *right to quality education* as a standalone entry point.
- **Economic empowerment is broadened in some cases:** Lipjan/Lipljan and Klinë/Klina frame it alongside social justice, while Mitrovicë e Jugut/Južna Mitrovica emphasizes interlinkages with social rights.

Table 2: Comparison of LGAP strategic objectives across municipalities

Municipality	Gender Equality and Empowerment	Economic and Social Rights / Decent Work	Education / Sport / Lifelong Learning	Health and SRHR	GBV (Gender Based Violence)	Environment/ Disaster Risk Reduction
Dragash/ Dragaš	✓	✓	✓ (incl. culture & sport)	✓	-	-
Ferizaj/ Uroševac	✓	✓	✓ (incl. culture & sport)	✓	✓	-
Gjakovë/ Đakovica	✓	✓	-	✓	-	-
Gjilan/ Gnjilane	✓	✓	✓ (incl. culture & sport)	✓	-	-
Gračanica/ Gračanica	✓	✓	✓ (incl. culture & sport)	✓	✓	-
Hani i Elezit/ Elez Han	✓	✓	-	✓	✓	-
Istog/Istok	✓	✓	✓ (lifelong learning)	✓	-	-
Kamenicë/ Kamenica	✓	✓	✓ (lifelong learning)	✓	-	-
Klinë/Klina	✓	✓ (with social rights)	✓ (lifelong learning)	✓	-	-
Lipjan/Lipljan	✓	✓ (with social justice)	✓ (lifelong learning)	✓	-	-
Mitrovicë e Jugut/Južna Mitrovica	✓	✓	✓ (lifelong learning)	✓	-	-
Obiliq/Obilić	✓	✓	✓ (incl. culture & sport)	✓	-	✓ (gender-sensitive environment)



Pejë/Peć	✓	✓	✓ (lifelong learning)	✓	-	-
Podujevë/ Podujevo	✓	✓	✓ (lifelong learning)	✓	-	-
Prizren/ Prizren	✓	✓	✓ (incl. culture & sport)	✓	✓	-
Viti/Vitina	✓	✓	✓ (lifelong learning)	✓	-	✓ (disaster risk reduction)

Overall, the comparison shows that while LGAPs across municipalities are guided by a common structure and thematic coherence, local adaptations address specific community needs such as prevention of violence, environmental sustainability, or disaster risk reduction. This adaptability reflects both the national policy framework guiding municipalities and the flexibility of LGAPs to respond to unique social, economic, and environmental contexts.

## 2.3. Good practice in LGAP implementing

Beyond quantitative progress, the monitoring process revealed tangible, human-level impacts associated with the implementation of LGAPs. Across Kosovo municipalities, LGAPs have helped consolidate and align ongoing efforts in gender-responsive budgeting, women's economic empowerment, survivor-centred services, and inclusive decision-making, areas that have long benefited from support by national institutions and the donor community. Through their coordinated and institutionalized approach, LGAPs are strengthening the sustainability and local ownership of these initiatives, translating policy commitments into more measurable and lasting social change.

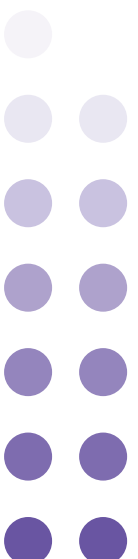
The following examples highlight concrete results achieved by municipalities and their partners through the UN Women Gender Equality Facility (GEF) project. They illustrate how gender-responsive local governance can create lasting improvements in women's economic inclusion and independence, civic participation, and safety.

### From Plans to Prosperity: Women Entrepreneurs Driving Local Growth (Gjilan/Gnjilane)

*"The Municipality of Gjilan/Gnjilane has continued to allocate dedicated subsidies for women entrepreneurs, an initiative established prior to the adoption of the current LGAP and now integrated within its implementation framework. Through this intervention, dozens of women have been supported to start or expand businesses in handicrafts, agriculture, technology, and creative services. Jointly led by the Gender Equality Office, the Directorate of Economic Development, and the Directorate of Agriculture, the initiative has helped strengthen women's economic participation and foster sustainable, women-owned enterprises that contribute to local economic growth. In addition to financial grants, the municipality has supported fairs and promotional events to help women market their products and build professional networks."*

*This practice demonstrates how gender-responsive budgeting and cross-sector coordination can empower women economically and foster inclusive local development.*

*Source: Youth Initiative for Human Rights – Kosovo (YIHR KS), Monitoring Report on the Implementation of the Local Gender Equality Action Plan 2024–2026, Municipality of Gjilan/Gnjilane, supported by KGSC, under the UN Women GEF project, funded by the European Union, 2025*

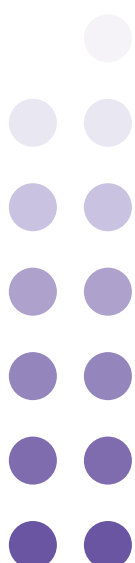


## Strengthening Equality through Local Action: Advancing Women's Rights in Mitrovica South

*"Through the implementation of its Local Gender Equality Action Plan, the Municipality of Mitrovica South has expanded access to vocational training and small grants for young women and women farmers, thereby encouraging their greater participation in local economic initiatives and public life. Although quantitative data are not yet systematically available, municipal officials and civil-society partners report a steady increase in women's engagement in these programs since the adoption of LGAP. The municipality has also applied gender-responsive budgeting practices and collaborated with civil-society organizations to promote women's representation in decision-making bodies such as municipal commissions and village councils."*

*These steps highlight how LGAPs function both as policy/planning instruments and partnership platforms for embedding equality in municipal governance, strengthening women's voices and influence at the community level.*

*Source: Mitrovica Women Association for Human Rights (MWAHR), Analysis of the Implementation of the Local Gender Equality Action Plan 2024–2026, Municipality of Mitrovica South, supported by KGSC, under the UN Women GEF project, funded by the European Union, 2025*



## Strengthening Equality through Local Action: Local Support for Women Survivors of Violence and Property Rights (Lipjan and Kamenicë)

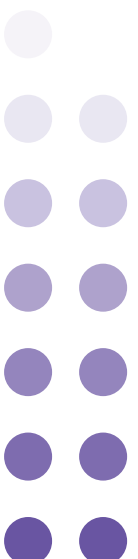
*"In Lipjan/Lipljan, the municipality has demonstrated a strong commitment to supporting survivors of gender-based violence and families in hardship. Through its annual budget, it financed home repairs and provided targeted financial assistance to women survivors and families in vulnerable situations, allocating a total of €22,000 in 2024, of which €8,000 were dedicated specifically to women survivors of violence. The municipality also provides an annual €3,000 subsidy to the local shelter for women and children survivors, based on formal agreements with the mayor. Coordinated by the Directorate of Health and Social Welfare, these measures, now reflected in the LGAP, illustrate how gender-responsive budgeting at the municipal level safeguards women's safety, dignity, and social reintegration.*

*In Kamenicë/Kamenica, the municipality in cooperation with the Cadastre Directorate has introduced property-tax reductions for properties registered in the names of women or jointly with spouses, encouraging greater formal registration of women's ownership rights. The municipality also provides subsidies for women who start small businesses, contributing to a gradual increase in the share of women property owners. Despite legal guarantees of equal inheritance and property rights, many women continue to hesitate to claim or register inherited property due to social and family pressures. In this context, the initiatives of Kamenica on property registration and women's entrepreneurship represent positive, locally driven measures that promote women's economic empowerment and advance gender equality in practice.*

*While some of these measures predate the current LGAPs, their formal integration into the plans has strengthened institutional accountability, sustainability, and visibility within the municipal governance framework. These locally owned measures reflect survivor-centred, preventive, and rights-based approaches that strengthen institutional accountability and social justice.*

*Sources: Monitoring and Evaluation Report of the Local Gender Equality Action Plan 2024–2026, Municipality of Lipjan, Follow-Up Organization, supported by KGSC; and Monitoring Report of the Local Gender Equality Action Plan 2024–2026, Municipality of Kamenicë, Youth Initiative for Human Rights – Kosovo (YIHR KS), supported by KGSC under the UN Women Gender Equality Facility project, funded by the European Union, 2025.*

These examples confirm that sustained municipal commitment, inter-directorate cooperation, and gender-responsive budgeting are key drivers of effective LGAP implementation. Replicating such approaches across municipalities could further accelerate progress towards the objectives of the Gender Equality Program of Kosovo, the EU Gender Action Plan III, and the EU Roadmap for Women's Rights.



Despite persistent systemic challenges, several municipalities have demonstrated innovative and effective approaches in LGAP implementation, offering replicable models and lessons for broader application across Kosovo.

## Key municipal actions:

- **Investment in Human Capital:** Within their delegated responsibilities for managing pre-university education, several municipalities have supported women's participation as teachers and introduced or co-funded local scholarship schemes for girls and women students, particularly in secondary and vocational education. These initiatives, aligned with LGAP objectives on equal access to education, demonstrate municipal commitment to gender equality in education. Although consolidated data remain limited, monitoring reports indicate gradual increases in the number of women teachers and in the share of scholarships awarded to girls since 2023.
- **Strategic Partnerships:** The LGAP development and implementation processes have strengthened collaboration between municipalities, international organizations, and local civil society actors. In Lipjan/Lipljan, cooperation with UNHCR helped integrate a specific focus on migrant women and families within the LGAP framework, ensuring inclusive local planning. In Gračanica/Gračanica, the LGAP drafting process fostered stronger coordination between the Municipality, the Group of Women Assembly Members, and the OSCE, resulting in the inclusion of their contributions in the final plan. Similar partnerships, supported by UN Women and other stakeholders, have enhanced municipal capacities in gender-responsive budgeting, women's leadership, and inclusive service delivery. These experiences illustrate how the LGAP process serves as a platform for institutional cooperation and shared accountability in advancing gender equality.
- **Responsive Health Initiatives:** Several municipalities have implemented LGAP activities focused on women's health, including awareness campaigns on breast and cervical cancer, free PAP and mammography services, and financial support for women with chronic illnesses. Such measures, previously supported by health directorates, have now been integrated within the LGAP framework, ensuring that preventive health and women's wellbeing remain institutionalized local priorities.
- **Support for Women's Representation:** Women Assembly Groups, formal structures within municipal assemblies, have actively advocated for initiatives such as free PAP tests and gender-responsive local policies. Their engagement underscores the value of institutional mechanisms that amplify women's voices and influence in local decision-making processes.
- **Systemic Transformation through GRB:** All monitored municipalities have introduced GRB measures, as foreseen in their LGAPs. While the level of integration varies, several directorates now apply gender criteria in budget planning and subsidy disbursement, signalling a gradual institutional shift toward inclusive governance.
- **Inclusive Social Policies:** Municipalities have provided targeted support for victims of gender-based violence, single mothers, and persons with disabilities,



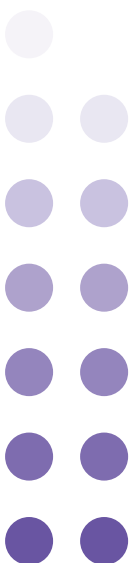
examples of gender-sensitive service provision that enhance inclusion and strengthen social protection systems at the community level.

- **Economic Empowerment:** Municipalities have supported women entrepreneurs and farmers through subsidies, fairs, co-financing schemes, and have facilitated vocational and skills-training opportunities for women and girls to strengthen employability. While several of these measures predate the LGAPs, their integration into the plans has helped systematize monitoring and strengthen municipal accountability for gender-responsive economic policies. These initiatives, implemented in cooperation with CSOs and development partners, contribute to expanding women's access to economic opportunities and advancing LGAP objectives on equal participation and resources.
- **Gender-sensitive Governance:** Through LGAP implementation and the application of the European Charter for Equality, municipalities have introduced gender-sensitive language in official documents, ensured gender-balanced commissions, and expanded the use of GRB in planning and subsidy allocation, signaling progressive institutional transformation toward equality and transparency.
- **Symbolic and Inclusive Actions:** Naming public spaces after women, employing persons with disabilities in municipal administration, and providing menstrual hygiene support illustrate municipalities' broader commitments to equality, dignity, and inclusion.
- **Community-level Engagement:** Under LGAP implementation, municipalities have supported school awareness sessions on sexual harassment prevention, home visits programs for mothers and newborns in cooperation with health centres and have provided limited but impactful preschool subsidies for children of single mothers, strengthening direct community engagement and gender equality awareness at the local level.

Collectively, these actions, whether newly introduced or formally consolidated through LGAPs, demonstrate that when objectives are clearly defined, adequately resourced, and implemented in partnership with civil society and international actors, municipalities can achieve measurable progress and lay the foundation for transformative gender equality at the local level.

## 2.4. Lessons learned

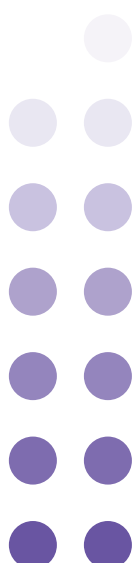
The first monitoring cycle has provided valuable insights into both the progress achieved and the challenges encountered during the implementation of the LGAPs. The findings reveal persistent gaps in data collection, documentation, and institutional coordination, underscoring the need for stronger integration of gender equality principles across all levels of municipal governance. These lessons highlight critical areas for improvement, ranging from data management and budgeting to political commitment and intersectoral collaboration, that are essential for ensuring more effective, transparent, and sustainable LGAP implementation.





Below is a list of the key lessons identified through this monitoring process:

- The absence of baseline data and comprehensive sex, age, and ethnicity-disaggregated information significantly limits the ability to measure progress and assess the real impact of LGAP implementation.
- Weak documentation practices and the inconsistent use of reporting formats undermine accountability, transparency, and evidence-based decision-making.
- Limited cooperation and communication between municipal directorates and the GEOs in some municipalities continue to affect coordination and ownership of LGAP implementation.
- Gender equality is still too often perceived as the sole responsibility of GEOs, rather than being mainstreamed across all municipal departments, policies and budgetary frameworks.
- Dedicated budgets, sustained political commitment, and functional oversight and coordination mechanisms are critical to ensuring consistent implementation and institutionalization of LGAP measures.
- External factors such as electoral cycles, competing institutional priorities, and environmental or socio-economic challenges can slow progress, emphasizing the importance of firmly anchoring gender equality objectives within all stages of institutional planning, budgeting, and policy design.
- Collaboration with civil society organizations and international partners enhances municipal capacity, increases performance, strengthens accountability mechanisms, and contributes to the quality and sustainability of results.



### 3. CONCLUSIONS

This first monitoring cycle following the adoption of LGAPs across sixteen (16) municipalities provides valuable insights into the progress, achievements, and challenges of advancing gender equality at the local level in Kosovo. It marks an important step in institutionalizing the pursuit of gender equality goals within municipal governance and offers a critical baseline for future monitoring and policy development.

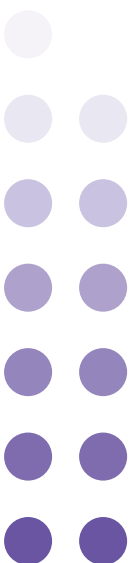
The findings should therefore be interpreted as indicative of early progress and institutional readiness, rather than as a full-scale performance evaluation.

The findings reveal that several municipalities have made considerable strides in implementing their LGAP. Positive outcomes include increased representation of women in decision-making structures, the introduction and expansion of gender-responsive budgeting (GRB), targeted economic empowerment initiatives for women and girls, and improved access to gender-sensitive health programmes. These achievements underscore the transformative potential of structured, well-resourced, participatory, and evidence-based approaches, which are supported by strong political will and intersectoral collaboration.

At the same time, the monitoring process also uncovered systemic barriers that continue to impede full implementation of LGAPs. Partial execution of planned activities, fragmented coordination among municipal departments, insufficient oversight mechanisms, inadequate documentation, and the absence of comprehensive, disaggregated data undermine accountability and limit the ability to assess outcomes and impact. Gender Equality Officers (GEOs), in charge of LGAP oversight, frequently operate with limited institutional support and excessive workloads, while competing institutional priorities and persistent socio-cultural barriers further slow progress in achieving gender equality goals.

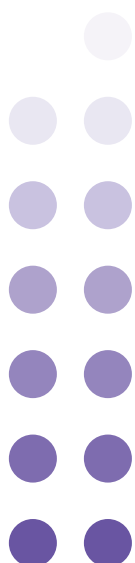
The lessons from this initial monitoring exercise underscore the need for stronger institutional capacities, clearer objectives, indicators and targets, adequate financial and human resources, and robust cross-sectoral coordination to transform LGAPs from formal commitments into practical, results-oriented governance tools. Strengthening collaboration among municipalities, civil society, national institutions, and international partners will be essential to accelerate implementation and ensure that gender equality becomes a cross-cutting priority embedded in all local governance processes.

The monitoring experience has also underscored the importance of strengthening institutional and civil society capacities for gender-responsive monitoring, data management, and indicator-based reporting. Building these competencies will support more institutionalized, participatory, and data-driven approaches to advancing



gender equality at the local level and enhance the quality and sustainability of future monitoring and evaluation processes.

Ultimately, advancing gender equality through the implementation of LGAPs is not only a domestic governance priority but also a strategic requirement in the EU integration path of Kosovo. Strengthening municipal capacities, data systems, and accountability mechanisms directly contributes to meeting the standards of the EU on equality and good governance, reaffirming the importance of the European Charter for Equality as both a local instrument and an EU-compliant framework for action.



## 4. RECOMMENDATIONS

The recommendations presented in this chapter are derived from the findings of the first monitoring cycle of LGAP implementation across sixteen (16) municipalities, as documented in the individual monitoring reports prepared by six WCSOs and consolidated by the KGSC. They aim to address identified gaps, build on successful practices, and guide municipalities, national institutions, and partners in strengthening the implementation, monitoring, and impact of LGAPs. The proposed actions are structured thematically to support systematic improvements in institutional capacity, planning, financing, coordination, data systems, and inclusive governance.

Implementing these recommendations will also advance the compliance of Kosovo with the EU gender equality directives, enhance reporting coherence with EU GAP III, and reinforce the role of municipalities in supporting the country's European integration commitments.

The recommendations indicate the primary actors responsible for follow-up and implementation, including municipal authorities, the Ministry of Local Government Administration (MLGA), the Agency for Gender Equality (AGE), and the Ministry of Finance, or other ministries (according to fields of intervention), depending on their respective mandates.

Based on the findings and recommendations of the 16 individual reports, KGSC has consolidated the following priority recommendations into key thematic areas:

### Human and Institutional Capacity

*(Responsible institutions: Municipalities, AGE, MLGA)*

- Ensure the gender equality officer position is supported by adequate staff and resources.
- Provide regular training on gender mainstreaming, gender-responsive budgeting, project management, and data collection.
- Clearly define roles, responsibilities, and accountability mechanisms for LGAP implementation, monitoring, and reporting.

*These recommendations apply to the following municipalities: Dragash/Dragaš, Ferizaj/Uroševac, Gjakovë/Đakovica, Gračanica/Gračanica, Hani i Elezit/Elez Han, Istog/Istok, Kamenicë/Kamenica, Klinë/Klina, Lipjan/Lipljan, Obiliq/Obilić, Pejë/Peć, Podujevë/Podujevo, Prizren/Prizren, Viti/Vitina, and Gjilan/Gnjilane.*



## Strategic Planning and Operationalization

*(Responsible institutions: Municipalities, AGE, MLGA)*

- Develop and adopt annual operational work plans derived from the LGAP, with clear objectives, responsibilities, timelines, and resource allocations.
- Integrate LGAP objectives into municipal strategic documents and directorate work plans.
- Avoid ad hoc activities.
- Ensure official documentation of activities.
- Adopt municipal regulations or guidelines establishing gender equality standards for planning, budgeting, monitoring, and service delivery, aligned with the Law on Gender Equality, Kosovo Program on Gender Equality and EU GAP III.

*These recommendations apply to the following municipalities: Ferizaj/Uroševac, Gjakovë/Đakovica, Hani i Elezit/Elez Han, Klinë/Klina, Lipjan/Lipljan, Obiliq/Obilić, Podujevë/Podujevo, Prizren/Prizren, and Viti/Vitina.*

## Financial Management and Gender-Responsive Budgeting

*(Responsible institutions: Municipalities, Ministry of Finance, AGE, MLGA)*

- Conduct internal budget reviews and optimize fund use.
- Ensure dedicated and sufficient budgets for gender equality activities.
- Implement gender-responsive budgeting in all directorates.
- Engage donors and partners to mobilize additional resources for LGAP implementation, and to sustain gender-responsive municipal budgeting.

*These recommendations apply to the following municipalities: Dragash/Dragaš, Ferizaj/Uroševac, Gračanica/Gračanica, Hani i Elezit/Elez Han, Istog/Istok, Kamenicë/Kamenica, Klinë/Klina, Lipjan/Lipljan, Obiliq/Obilić, Pejë/Peć, Podujevë/Podujevo, Prizren/Prizren, and Viti/Vitina.*

## Data Collection, Monitoring and Reporting

*(Responsible institutions: Municipalities, AGE, MLGA)*

- Standardize data collection and reporting (disaggregated by gender, age, ethnicity, residence).
- Maintain detailed documentation of LGAP activities (participation lists, photos, summaries, web posts).
- Establish verification mechanisms (field checks, audits, interim reports).

- Publish LGAP monitoring reports publicly.

*These recommendations apply to the following municipalities: Dragash / Dragaš, Ferizaj / Uroševac, Gjakovë/Đakovica, Gjilan/Gnjilane, Gračanica/Gračanica, Hani i Elezit/Elez Han, Istog/Istok, Kamenicë/Kamenica, Klinë/Klina, Lipjan/Lipljan, Obiliq/Obilić, Pejë/Peć, Podujevë/Podujevo, Prizren/Prizren, and Viti/Vitina.*

## Interdepartmental Coordination and Civic Engagement

*(Responsible institutions: Municipalities, AGE, MLGA)*

- Establish formal coordination mechanisms (committees, regular meetings).
- Strengthen cooperation on LGAP implementation with civil society, youth networks, and local groups.
- Promote participatory mechanisms (budget debates, consultations).
- Use inter-municipal networks for sharing best practices in gender-responsive governance and LGAP implementation.

*These recommendations apply to the following municipalities: Dragash / Dragaš, Ferizaj / Uroševac, Gjakovë/Đakovica, Gjilan/Gnjilane, Gračanica/Gračanica, Hani i Elezit/Elez Han, Istog/Istok, Kamenicë/Kamenica, Klinë/Klina, Lipjan/Lipljan, Obiliq/Obilić, Pejë/Peć, Podujevë/Podujevo, Prizren/Prizren, and Viti/Vitina.*

## Objectives and Indicators

*(Responsible institutions: Municipalities, AGE)*

- Align indicators for monitoring LGAPs with SMART principles.
- Use qualitative benchmarks where numeric targets are difficult.
- Define baseline values to enable the monitoring of progress made.

*These recommendations apply to the following municipalities: Dragash/Dragaš, Ferizaj/Uroševac, Gjakovë/Đakovica, Hani i Elezit/Elez Han, Istog/Istok, Klinë/Klina, Pejë/Peć, Podujevë/Podujevo, Prizren/Prizren, Viti/Vitina, and Gjilan/Gnjilane.*

## Public Communication and Awareness

*(Responsible institutions: Municipalities, AGE)*

- Improve websites and create dedicated platforms for communicating and documenting gender equality content.
- Conduct sensitization, information and awareness campaigns on gender norms, equal participation, property rights, early marriage, prevention of gender-based violence, and (sexual and reproductive) health.



- Use social media and visual communication (infographics, calendars, hashtags) for communicating gender equality content to the wider public.

*These recommendations apply to the following municipalities: Ferizaj/Uroševac, Gjakovë/Đakovica, Gjilan/Gnjilane, Graçanica/Gračanica, Hani i Elezit/Elez Han, Istog/Istok, Klinë/Klina, Lipjan/Lipljan, Obiliq/Obilić, Pejë/Peć, Podujevë/Podujevo, Prizren/Prizren, and Viti/Vitina.*

## Women's Equal Participation and Leadership

*(Responsible institutions: Municipalities, MLGA, AGE)*

- Provide leadership training and mentoring for women municipal assembly members, deputy mayors, women professionals within municipal directorates, and representatives of local women's associations and community groups engaged in decision-making processes
- Ensure gender balance in municipal committees, *consultative* councils, working groups, and other formal decision-making or advisory structures, in line with the Law on Local Self-Government and the Regulation on Consultative Councils.
- Support women's associations, women's entrepreneurship, and women's representation in decision-making bodies related to agriculture and rural development.

*These recommendations apply to the following municipalities: Gjilan/Gnjilane, Graçanica/Gračanica, Kamenicë/Kamenica, Klinë/Klina, Pejë/Peć, Prizren/Prizren, and Viti/Vitina.*

## Inclusive Services and Marginalized Groups

*(Responsible institutions: Municipalities, Ministry of Education, Science, Technology and Information, Ministry of Health, AGE)*

- Ensure women's and girls' access to gender-sensitive health, education, and social services.
- Prioritize the inclusion of women and girls with disabilities, minority communities, and rural populations.
- Apply intersectional approaches in all programs - pay stronger attention to how different social categories, such as gender, class, and disability, combine to create unique and overlapping experiences of discrimination or privilege.

*These recommendations apply to the following municipalities: Gjilan/Gnjilane, Graçanica/Gračanica, Hani i Elezit/Elez Han, Istog/Istok, Kamenicë/Kamenica, Klinë/Klina, Lipjan/Lipljan, Obiliq/Obilić, Podujevë/Podujevo, and Viti/Vitina.*

## Legal and Regulatory Measures

*(Responsible institutions: Municipalities, AGE, MLGA, Ministry of Finance)*

- Adopt municipal regulations on gender mainstreaming to standardize planning, budgeting, reporting, and accountability.
- Use gender checklists for all documents and approvals.
- Integrate gender equality considerations into all public interventions, procurement contracts, subsidies, and partnerships.

*These recommendations apply to the following municipalities: Ferizaj/Uroševac, Lipjan/Lipljan, Obiliq/Obilić, Podujevë/Podujevo, Klinë/Klina, Kamenicë/Kamenica, Viti/Vitina, and Prizren/Prizren.*

The effective implementation of these recommendations will be critical to transforming LGAPs from policy documents into practical instruments for advancing gender equality and inclusive local governance. Sustained political commitment, adequate resources, and continuous collaboration between municipalities, central institutions, civil society, and international partners will be essential to accelerate progress. By strengthening institutional capacity, embedding gender equality across all sectors, and fostering active citizen engagement, the municipalities of Kosovo can play a pivotal role in achieving more equitable and inclusive outcomes for women and men, girls and boys, in all their diversity.





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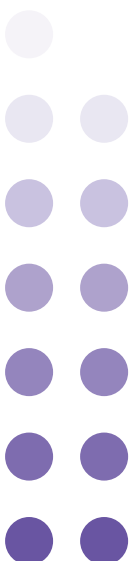
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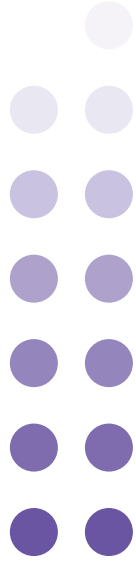
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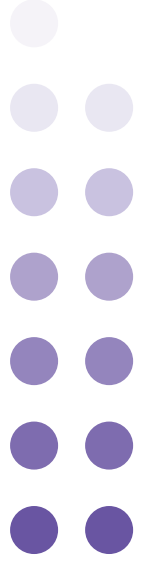
# ANNEXES

## Annex 1. Details of validation meetings conducted

No	Organization	Municipality	Validation Meetings	No. of Participants	Women	Men	Notes
1	Medica Kosovo	Gjakovë/ Đakovica	17/07/2025	10	9	1	
		Pejë/Peć	23/07/2025	11	8	3	
		Istog/Istok	22/07/2025	8	4	4	
2	Network of Roma, Ashkali and Egyptian Women's Organizations of Kosovo (RROGRAEK)	Podujevë/ Podujevo	28/07/2025	0	0	0	The event was held in Prishtinë/ Priština as a joint presentation. No participants from Podujevë/ Podujevo were present.
		Obiliq/Obilić	28/07/2025	3	2	1	
3	Organization for Integration and Social Development – Follow Up	Ferizaj/ Uroševac	28/07/2025	11	10	1	
		Lipjan/Lipljan	29/07/2025	11	8	3	
		Viti/Vitina	24/07/2025	11	7	4	

4	Mitrovica Women Association for Human Rights	Mitrovicë e Jugut/ Južna Mitrovica	04/07/2025	15	10	5	8 from civil society (3 men)
		Klinë/Klina	18/07/2025	10	5	5	1 man from civil society
5	Youth Initiative for Human Rights – Kosovo	Gračanica/ Gračanica	23/07/2025	5	3	2	
		Gjilan/ Gnjilane	16/07/2025	8	3	5	
6	Lëvizja FOL	Kamenicë/ Kamenica	21/07/2025	8	6	2	
		Dragash/ Dragaš	16/06/2025	5	2	3	
		Hani i Elezit/ Elez Han	10/06/2025	5	3	2	
		Prizren	16/06/2025	4	2	2	1 woman from civil society

The monitoring tools presented below are general and indicative for WCSOs. Each organization selected and adapted them according to the specific work conducted in the field. For detailed information on the monitoring tools applied, reference should be made to the individual monitoring reports developed for each municipality.



## Annex 2: Interview guide with municipal officials

- Can you briefly describe your role in implementing the Local Gender Equality Action Plan (LGAP)?
- What are the main priorities for gender equality set by your municipality?
- What actions of the LGAP have been implemented so far?
- Can you share examples of completed or ongoing activities?
- How are the results of these activities monitored and evaluated?
- How do you cooperate with other departments and institutions in implementing the plan?
- How do you involve civil society, especially women and young people, in planning and implementation?
- Are there mechanisms in place to receive comments and suggestions from citizens?
- What are the main challenges you face in implementing the LGAP?
- What type of support (training, funding, technical assistance) would help you the most?
- What has been your greatest success so far?
- What are your future priorities in the field of gender equality?

## Annex 3: Focus group discussion guide (FGD)

- What do you know about LGAPs?
- Have you heard/seen/participated in any activities or programs related to gender equality in your community?
- Have you noticed any changes regarding women's involvement in decision-making?
- Do men and women have equal access to local services (education, healthcare, employment, etc.)?
- Have you or someone you know participated in any activities related to LGAP?
- Do you feel that your voice is heard by the municipality?
- What are the main challenges that women/girls face in your community?
- Are there groups that are left out or not included in local gender equality programs?
- What more should the municipality do to promote gender equality?
- How would you like to be more involved in the decision-making processes?

*Note: Groups should usually consist of 6-12 participants (women, young people, marginalized groups, local leaders, etc.)*

## Annex 4: Community questionnaire on the LGAP' implementation

### Demographic Information

Age: \_\_\_\_\_

Sex: ☐ Female ☐ Male ☐ Other

Neighbourhood/Area: \_\_\_\_\_

Profession (etc...): \_\_\_\_\_

### Have you ever heard of the Local Gender Equality Action Plan?

☐ Yes ☐ No

*If yes, where did you hear about it?*

☐ Official website of the municipality ☐ Public meetings ☐ Social networks

☐ Civil society organizations ☐ Other: \_\_\_\_\_

### Have you ever participated in an activity organized by the municipality for gender equality?

☐ Yes ☐ No

### Do you think the municipality is doing enough to promote gender equality?

☐ Yes ☐ No ☐ Don't know

### Are there services or programs that you think are not accessible to women or girls in your area?

☐ Yes ☐ No

*If so, which ones?* \_\_\_\_\_

### How would you rate the progress of gender equality in your community?

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ No change

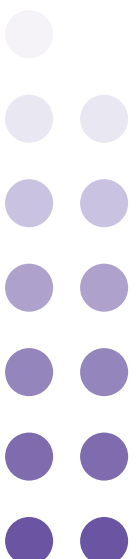
### According to you, what are the two main priorities that the municipality should pursue?

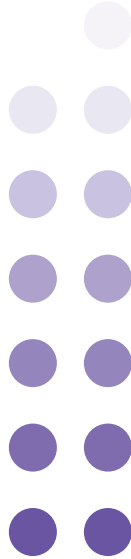
☐ Employment opportunities for women ☐ Safety and protection from violence

☐ Education and training ☐ Women's participation in politics

☐ Services for vulnerable groups ☐ Other: \_\_\_\_\_

### Do you have any suggestions for improving the implementation of the LGAP?





## Annex 5: Monitoring matrix model

*This matrix serves as an indicative example. For each of the sixteen (16) municipalities, a dedicated version of the matrix was prepared and distributed to the respective WCSOs by KGSC, with the technical support of UN Women, following the specific format of each municipality's Local Gender Action Plan.*

STRATEGIC OBJECTIVE:		1. PROMOTING ECONOMIC, SOCIAL AND DECENT EMPLOYMENT RIGHTS, AND EMPOWERING GIRLS, YOUTH AND WOMEN.				
Specific objective:		Increasing access for women and young women, in all their diversity, to services, products and financial resources that impact their economic empowerment.				
Indicator		Baseline (2023/2024)	Target for the last year (2026)	Achieved 2024	Achieved 2025	Comments
1.1.a. Number of women and young women subsidized to start or develop their businesses and farms/ greenhouses.		To be determined	Increased by 30%			
ACTIVITIES	RESPONSIBLE DIRECTORY / OFFICE	TIMELINE	INDICATORS			NOTES
			Planned 2024 - 2026	Achieved 2024	Achieved 2025	
1.1.1. Informational meetings with village councils on cash subsidies for businesses and entrepreneurship, with the aim of encouraging the application of women and young women.	Directorate of Economic Development	2024	• 3 meetings held (1 each year).			Are there lists of participants?
		- 2026				Are the details provided as specified?  Photos from the meetings? Meeting reports?

1.1.2. Subsidizing with monetary means businesses owned by women/young women, in all their diversity.	Mayor's Office	2024 - 2026	<ul style="list-style-type: none"> <li>6 subsidized women's/young women's businesses (2 per year)</li> </ul>	What is the subsidy amount for each woman's business each year? What about the total subsidies for businesses each year?
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