

# Local Self-Government Transparency Index 2025

## (Local Transparency Index – LTI)

### Final Report

Transparency Serbia, July - September 2025

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## Summary

The Local Self-Government Transparency Index LTI 2025 is a research<sup>1</sup>, evaluation and ranking of 145 local self-government units and 25 in-city municipalities in Serbia. This is the eighth time (in the last seven years in a row) that TS has conducted research in all cities and municipalities.

Municipalities and cities are ranked on the basis of transparency criteria, determined through 95 indicator questions. Final scores, i.e. indices, can range from 0 to 100. This year, cities and towns had scores **between 30 and 97**.

**The average score of 145 LSGs in 2025 is 52**, which is the same as in the LTI 2024 and LTI 2023 surveys. After four years of continuous growth of the index, the average score has continued to stagnate for three cycles. On the other hand, the situation at the very bottom of the table has been improved, none of the local self-government units have a score below 30, and only 10 have scores lower than 39.

**Table no. 1: Highest, lowest, and average rating in LTI by year**

grade/year	2015	2019	2020	2021	2022	2023	2024	2025
Maximum	74	67	83	90	87	94	97	97
Average	40	40	46	48	49	52	52	52
Minimum	11	12	18	21	9	25	9	30

The improvement compared to the previous year is that more than half of the local self-government units (75 out of 145) improved their score, while 64 of them recorded a worse result. In the case of in-city municipalities, this ratio is even better – 15 increases are recorded, the score is unchanged in two cases, while eight of them have regressed. In the previous cycle, LTI 2024, two-fifths (43%) of municipalities and cities improved their results, while half (50%) recorded a decrease compared to the previous year.

When it comes to the categories of indicators, an improvement was recorded in four areas, and a deterioration in five areas. In four areas, both progress and regression have been very small. However, there is a remarkable deterioration in the area of "Information Booklets", where after two years with an average of above 70%, it is now 53.3%. In the area of "Public Procurement," the multi-year continuous decline goes on (after 2021 amendments to the law and the abolition of the obligation to publish information on the contracting authority's website) and the average is now below 50% (46.9%) for the first time. On the other hand, in the area of "Budget," the record from two years ago was broken and now the average is 63.5%. However, there is a reason for concern in this area as well, as there has been a significant decrease in the number of public debates on the budget, which included an open meeting. The growth was recorded in the areas of "Free Access to Information" (from 62.8 to 66.2%), "LSGs and citizens" from 44.8% to 46.9%, and "Public enterprises and public institutions" from 53 to 54.9%, which continued the positive trend from 2019. The traditionally worst-rated area "Assembly and Council" fell further, from 37.8% to 37.3%.

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<sup>1</sup> The project "Local Self-Government Transparency Index" was implemented by TS thanks to the support of SDC and its project partner, the organization Helvetas.

Of all 170 cities, municipalities and in-city municipalities, fifteen of them recorded an increase of 10 or more points compared to the previous ranking (5 in LTI 2024 and 22 in LTI 2023), while seven have a double-digit drop in scores. The number of municipalities with excellent results is still satisfactory – 15 have an index above 70 (12 in LTI 2024, 11 in LTI 2023), of which five are above 80 (six in LTI 2024) and two of them above 90 (one in LTI 2024). However, there are fewer of those who have above-average, very good results – the index above 60 has a total of 27 LSGs, nine fewer than in the previous year.

Novi Pazar, which repeated the exceptional performance with a score of 97, is at the top of the table for the fourth year in a row. It is significant that another municipality has come close to the maximum score – small town Veliko Gradište has an LTI of 94.

Overall, the results of LTI 2025, i.e. the stagnation of the average result for the third year in a row, indicate that a large number of LSGs have reached the maximum that can be provided with the existing level of political and administrative will and administrative capacity. Unlike last year, when stagnation could possibly be justified by holding elections and engaging the administration in those jobs that do not represent the fulfillment of explicit legal obligations, in pre- and post-election circumstances, this year it is more difficult to find an explanation. The number of local self-government units that responded to verification letters was the highest so far (77 out of 170), although a large number of responses seemed to be filling out a form, without a real will to improve the grade. Namely, in some cases, the answer was only "yes" or "no" to the question of whether certain information exists, although it was emphasized in the accompanying letter that it was necessary, through a link or descriptively, to indicate where it could be found. It often happened that a persistent new search led to the same result – the information could not be found. The only "easy answer" to the question of why there is no further progress or greater engagement in increasing transparency could possibly be that the focus was on other topics due to the heated political situation in the period of information collection and verification (April-July).

Broken down by segments, the reason for satisfaction is the increase in the average score for the "Budget" area to 63.5%, which is the best since the beginning of measurement and evaluation in 2015. Budget portals, when regularly updated, are a powerful tool for maintaining a high level of transparency in this area, where almost all indicators have been increased, except for the one that evaluates the holding of public debates, which include an open meeting. There was a big drop – from 60 to 46.2%. However, public debates were held in different forms (only submission of proposals or surveys of citizens), so three-quarters of local self-government units had published invitations to the discussion, and slightly less than half had reports from it, with an explanation what citizens' proposals (and why) were rejected or accepted.

After two years with an extremely high average in the field of Information Booklets (above 73%), this year all four indicators in that area have recorded a decline, and the average has fallen to 53.3%. The biggest drop is in the indicator "Has the Information Booklet been published on the website or on the Commissioner's portal and updated in the last 3 months?" – from 90.3 to 53.8%. Information Booklets of the local administration (this public authority, out of the four that exist in each LSG, was observed for this indicator) exist in almost all LSGs, but they are not up-to-date, in some cases they have not been updated not only in the last three months, which was the criterion in the LTI, but in the previous three years.

"Public enterprises and public institutions", an area characterized by weak legal frameworks and the long-standing tolerance of non-compliance with certain legal provisions, nevertheless continues the positive trend. LTI, after six years of continuous growth, reached 54.9%, which is not satisfactory, although due to the decline in other indicators, this area is now among the better rated.

The long-term reduction in the transparency of information on public procurement on the websites of local self-government units is a consequence of the abolition of the legal obligation to publish certain information on the website of the contracting authority, in addition to the Public Procurement Portal, as well as the lack of will, and in some cases administrative capacities, of most municipalities and cities to do more than the law obliges them to do.

For several years now, TS has been pointing out that maintaining a high level of transparency, i.e. establishing sustainable systemic solutions, is a goal that should be pursued more than just achieving a good result through campaign and irregular publication of information in the verification process, with the advocacy or pressure of individuals who express enthusiasm or see political benefit in it.

The analysis of how much LSGs recorded growth or at least stagnation in previous cycles points to the issue of sustainability: This time, 29 municipalities and cities had growth (or stagnation) in the last two research cycles LTI 2025/2024 and LTI 2024/2023 (36 in the previous survey), 17 of them maintained or increased transparency in the last three cycles (LTI 2025/2024, LTI 2024/2023 and LTI 2023/2022), and nine in four cycles (LTI 2025/2024, LTI 2024/2023, LTI 2023/2022 and LTI 2022/2021).<sup>2</sup> Only four have had continuous growth from 2020 until now (Veliko Gradište with a score of 61 to 94, Lapovo (37-58), Babušnica (48-62) and Žabari (40 to an average of 52).

A comparison with previous surveys shows that there are fewer and fewer LSGs that achieve continuous multi-year growth or stagnation (LTI 2024 – 36 over two years, 22 during three cycles and 12 during four cycles, and in LTI 2023 it was noted that 50 LSGs had growth or at least stagnation in the two previous cycles, and 25 municipalities in three cycles).

Also, by comparing not only the final tables that we publish, but also the preliminary scoring, before the verification process (a more detailed account of the verification process is provided in the „Methodology“ chapter), TS has noticed that some municipalities and cities maintain a high level of LTI for a longer period, often through well-organized mechanisms that function throughout the year. Some of them do this periodically, only when TS, in the process of verification, "reminds" them of the information we are looking for as part of the research. However, over time, until the next cycle of research, this data remains out of date or disappears from the sites. There are also LSGs that maintain at least minimal continuous progress, although they are at the bottom of the table all the time. While there is sustainable growth in the limited number of LSGs, which is decreasing with age, (or maintaining the achieved, even average, level of transparency), the general impression is spoiled by fluctuations at the level of the whole country. It still happens that local self-government units that had a solid rating last year record a decline, sometimes drastic, as is the case with Čačak, Kruševac, Petrovac na Mlavi and Bečej this year. Also, some municipalities and cities that had good results three or four years ago have had a constant decline since then (Sombor, Ivanjica, Mionica).

Through all previous cycles of LTI, as well as a large number of round tables, trainings and other forms of cooperation and interaction with representatives of local self-government units, the conclusion is unequivocally imposed that transparency is sometimes (but in a smaller number of cases) a consequence of awareness of its importance, concern for the well-being of citizens and the desire to respond to corruption risks associated with local government and administration. When such awareness and care do not exist, transparency can be achieved by setting obligations through regulations and written procedures (at the local or national level), but also by working with local authorities and administrations, through projects that bring together civil society organizations, donors and local self-government units, even if transparency is an "imposed" condition for achieving

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<sup>2</sup> <https://transparentnost.org.rs/sr/istraivanja-o-korupciji/lti>

other, direct, benefits for local self-government units through cooperation with donors. It is important to encourage local governments to comply with legal obligations, but also to encourage them to go one step further. The result will be welcome, whether municipalities sincerely work for the benefit of citizens, whether the authorities want to score political points, presenting themselves as open and transparent, especially in the run-up to elections, to do so in order to be better than "rival" and/or neighboring municipalities and cities, or in order to present themselves in a better light to donors.

**Regarding the LTI 2025 research and the results achieved, the main conclusion is that transparency stagnates at a relatively low level. The absolute priority should be** the establishment of sustainable mechanisms, primarily through the adoption of regulations that will precisely prescribe procedures and obligations, but more importantly – responsibility for the implementation of these procedures. This can be done through the adoption of acts that would regulate the presentation of PE and PI on the websites of LSGs, acts that generally regulate the editing and maintenance of LSGs websites, as well as the improvement of existing acts, adopted according to the models of SCTM and other organizations<sup>3</sup>. Transparency Serbia will consider the possibility of organizing direct support for local self-government units that wish to improve transparency, and consequently LTI.

The level of transparency of local self-government units could be significantly raised through the introduction of legal obligations for local self-government units at the republic level, provided that the regulations are respected and their implementation is monitored. Numerous studies, including the LTI itself, show that better results are expected when laws prescribe transparency. When the obligations are abolished (as in the case of public procurement), a small number of LSGs will continue to implement good practices.

The influence of political and administrative will, as well as capacities and priorities (especially in the pre-election period or in periods of sharp political tensions) could be observed through research, and even through the results.

The LTI itself, as a long-term monitoring mechanism, is proven, cycle after cycle, as an incentive and guideline for local self-governments that are ready to increase the transparency of their work. Also, LTI and the publicity it receives is to help citizens understand in which areas and how the performance of their municipalities can be improved and to encourage them to demand steps in that direction.

Individually, in 2025, there were no significant changes among the top 10 municipalities and cities in the table. In the first three positions, the placement is unchanged, Tutin climbed from ninth to fourth, and Leskovac fell from fourth to fifth. Bor (7th), Sombor (8th) and Sokobanja (9th) remained among the top 10, and Vranje and Zaječar were relegated (now they share 13th place). Kragujevac went from 24th to 6th place in the table.

Significant progress, although in the lower part of the table, was made by Vladimirci and Jagodina, from 123rd and 136th place respectively to division 72. Also Novi Kneževac (from 99th to 48th) and especially Beočin, from 111th to 38th place.

As for the largest cities in Serbia, Niš has improved, by 10 points and jumped from 48th to 16th place. After the progress last year, Novi Sad spoiled the rating by two points, but kept the 24th position, while Belgrade is traditionally in the lower part of the table, and now with a minus of two points, from 89th to 99th place.

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<sup>3</sup> The Standing Conference of Towns and Municipalities of Serbia has made a significant contribution through trainings and model acts for local self-government units.

**Table no. 2: The best-placed LSGs LTI 2024 and their earlier score**

LTI Position/Rating	LTI 2025	LTI 2024	LTI 2023	LTI 2022	LTI 2021
Novi Pazar	1/97	1/97	1/94	1/87	78
Veliko Gradište	2/94	2/88	3/82	7/76	9/71
Kanjiža	3/86	3/87	4/81	5/79	3/83
Tutin	4/82	9/74	8/76	4/81	93/42
Leskovac	5/81	4/83	7/77	8/74	5/75

Finally, it is important to reiterate that **poor performance in whole or in some categories does not necessarily mean that corruption is widespread in these areas and in these LSGs.**

Similarly, **good results do not provide a guarantee that there is no corruption in a LSG, but rather reduce the possibility of mismanagement or corruption going unnoticed. LTI measures transparency, which is one of the most important anti-corruption preventive mechanisms, and the score reflects the situation at the time the research was conducted, i.e. when the results were verified.**

## Methodology

The Local Self-Government Transparency Index (LTI) is an instrument for measuring and evaluating the level of transparency of municipalities and cities, and their ranking, designed by Transparency Serbia (TS).<sup>4</sup> The survey was first carried out by TS in 2015, when it covered 168 cities, municipalities and in-city municipalities, as part of a project supported by the British Foreign Office. The survey was repeated two years later, in 2017, on a smaller sample of 15 municipalities and cities, with the support of the OSCE Mission to Serbia. In 2019, TS again conducted a national-level survey, the first of five in a series supported by USAID. Surveys were also done in 2020, 2021, 2022 and 2023. The 2024 survey, at the national level, in which 170 cities, municipalities and in-city municipalities were evaluated, was supported by the Swiss Agency for Development and Cooperation (SDC). SDC and its project partner, the organization Helvetas, supported the survey in 2025 (also all 170 cities, municipalities and in-city municipalities).

Regular conduct of such research makes it possible to compare the current results of cities and municipalities, monitor their progress or regression over a longer period of time, as well as identify "weak spots" of transparency. Also, the results of such research were the basis for initiating changes in regulations and practice in those areas that are problematic in a large number of local self-government units. In addition, continuous monitoring of transparency encourages competitiveness among local self-government units, which has been confirmed in all previous cycles. Sustainable funding for LTI research on a nationwide basis in the period 2019-2025 helped not only to assess the level of transparency of municipalities and cities in Serbia, but also to improve transparency.

According to the TS methodology, the Transparency Index is calculated as the sum of the points obtained on the basis of answers to indicator questions, and ranges from 0 to 100. This year, as in LTI from 2019 to 2024, 95 indicators (questions) were used. A negative answer brings 0 points, and a positive answer brings 1 or 2. More specifically, the questions related to the five most important transparency indicators ("basic indicators") bring 2 points for a positive answer and 0 for a negative answer, while the remaining 90 questions bring 1 or 0 points.

Answers to indicator questions were collected by browsing the official websites of cities, municipalities and city municipalities. The method of direct insight was also used, by visiting all service centers and local government premises. The third group of data was collected by sending requests for access to information of public importance to cities and municipalities. The fourth group of sources is data obtained from other authorities (Commissioner for Information of Public Importance and Personal Data Protection, Agency for the Prevention of Corruption). A total of 145 cities and municipalities and 25 municipalities were evaluated. For the purposes of this research, the collective name for cities, municipalities and in-city municipalities is used – local self-government units (LSGs), though this is not formally the case for city municipalities.

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<sup>4</sup> When designing the LTI index, previous, similar experiences of members of the Transparency International network, especially the Slovak branch, as well as the Croatian organization GONG, whose methodology was also used by TI BiH, were used.

All 145 cities and municipalities<sup>5</sup> were ranked together, while 25 in-city municipalities were rated but not ranked, as they do not have the same competencies as other municipalities. Namely, their scope of work depends solely on the statute of the city in which they are a part, and this practice differs from city to city. In addition, some of the indicators cannot be applied to in-city municipalities. For example, some of the in-city municipalities do not have local communities, do not have public enterprises or public institutions under their control, nor do they lease property. Therefore, the calculation of the relative index (in relation to the actual competences of each municipality) would significantly complicate the determination of the LTI and could never be completely accurate from a methodological point of view. Therefore, we have decided to award 0 points to city municipalities for each question for which certain information is missing, even in cases where those municipalities did not have the duty or ability to provide or publish the information. Therefore, it would not be desirable to compare their positions and indices with the indices of other local governments. Comparisons can be made between municipalities within the same city. However, caution should be exercised in this case as well. Even when operating in a similar legal framework, municipalities can work in very different environments, so some indicators may be irrelevant (e.g., whether the municipality established its public institutions and utility companies or not). Thus, in order to assess the transparency of in-city municipalities, it is best to observe the trend of each individual municipality through several evaluation cycles.

When comparing the results of LTI 2025 with [LTI 2015](#), [LTI 2019](#), [LTI 2020](#), [LTI 2021](#), [LTI 2022](#), [LTI 2023](#) and [LTI 2024](#), it should be borne in mind that TS has changed some indicator issues in the meantime.<sup>6</sup> The indicators in LTI 2020 were the same as those in 2019. However, TS changed some of the indicators in the 2021 survey compared to the previous one, in order to get a clearer picture of transparency in individual areas (for example, by separating individual indicators that required a positive assessment to meet two commitments in two separate indicators), to achieve a better balance for the overall score in relation to individual areas (categories), and to place more emphasis on areas that pose a higher risk of corruption (increasing the share of public procurement and public enterprises).

In the work on data collection, trained and experienced TS researchers examined the websites of all 170 LSGs in detail. Then, before entering the collected data into the table, the research coordinator re-examined all the marked sources of information, in order to further ensure the consistency of the assessment.

In order to collect data for several indicators, we have sent requests for access to information of public importance to all local self-government units. Each request contained questions about six indicators. 12 LSGs (two cities, nine municipalities and one in-city municipality) did not respond to them, which is slightly more than in previous years (nine in 2024 - three cities and six municipalities and eight in LTI

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<sup>5</sup> As prescribed by the Law on Territorial Organization of the Republic of Serbia (Official Gazette of the Republic of Serbia, No. 129/2007, 18/2016, 47/2018 and 9/2020 - other law), except for those from Kosovo ("Territory of the Autonomous Province of Kosovo and Metohija").

<sup>6</sup> The reasons for the change were the results and experiences from previous research, changes in regulations and the introduction of new legal obligations related to the prevention of corruption and increasing transparency. Based on the results of LTI 2015, the research team found that the data for some indicators are not clear enough or that the results can be interpreted in different ways, and some have already been adjusted in pilot surveys on a smaller sample of municipalities in 2016 and 2017. Furthermore, the adoption of new laws in areas such as public enterprises, inspections, urban planning, local anti-corruption plans and lobbying is included in the indicators relevant to LTI 2019. When weighted, the impact of changes in indicators compared to LTI 2019 and 2020 with LTI 2015 was approximately only 1.5 points.

2023 - one city, four municipalities and three in-city municipalities) and still significantly better than in previous years (24 LSGs in 2022, 46 LSGs in 2021).

As in previous surveys, we also sent one request for access to information to all local self-government units using the "mystery shopper" strategy. Instead of TS as an organization, the request was signed by a citizen, leaving a private address to receive the response. With this indicator, we did not want to measure the transparency of any individual information, but to gain insight into whether local self-government units provide information and respond to requests in the same way when they come from an "ordinary citizen" as they do when they receive requests from a recognizable civil society organization. This year, 154 local self-government units responded to the citizen's request and provided the requested information. This is better than all previous years (144 in 2024, 123 in 2023, 125 in 2022, 130 in 2021, 138 in 2020 and 150 in 2019). The reason for the significant improvement may be the attitude towards the obligations under the Law on Free Access to Information of Public Importance, but also the fact that the largest number of responses was that there were no whistleblower procedures (the request related to this) and that they did not have the required documents. Transparency Serbia and the "mystery shopper" did not complain to the Commissioner in cases where local self-government units did not respond to requests, because the time needed to make a decision on the complaint would exceed the deadline for completing the investigation. If there is no response or direct evidence of the existence of the information required by the first set of requests, the result is zero for those indicators. We have used the same principle in all previous research.

Associates of the TS organization traveled more than 10,000 kilometers during the research, and visited all 170 local self-government units. We visited the municipal administrations, more precisely, their service centers, and in this way determined what the situation is for five indicators on the spot. These visits took place in April and May 2025. As every year, on several occasions, TS researchers have faced suspicion from service center employees or security guards. However, most of the employees in local governments with whom we interacted during the research were accommodating and helpful. At the same time, this confirmed that employees in most local self-government units are familiar with the LTI survey.

All the collected data is eventually entered into the main table, and comparisons are presented in several tables that are included in this report.

The last step was to verify the results. In order to prevent possible omissions and the possibility that some LSGs will be rated worse as a result, we have sent letters to everyone with a list of missing data, in order to enable them to provide us with a link to the requested information, if it has been published without our researchers being able to find it for some reason. It was also an opportunity for all local self-government units to add missing documents and information to their websites and inform us about it. The TS checked again and determined the final results. With regard to the responses to the letters, if the LSGs only claimed that the requested data existed, without providing either a link or an explanation of where they could be found, and the researcher-coordinator from TS could not (again) find the data, a negative assessment for that indicator was maintained. In 2025, a record 77 out of 170 LSGs (45%) responded to letters, of which 74 were substantive responses. The in-city municipality of Rakovica informed us that its website does not work (which is the reason for a very bad assessment), the in-city municipality of Kostolac replied that it will send information within 40 days, although it was not a formal request for access to information of public importance, but in the end the answer did not arrive. In response to this letter, one LSG sent only the information that was requested previously in the formal request for access to information. Namely, we reminded the local self-government units in the verification letter if they did not initially respond to those requests.

By the way, in previous years, the following responded to verification letters: 56 LSGs in 2024 , 61 LSGs in 2023, 51 LSGs in LTI 2022, 46 in 2021, 37 in 2020 and 74 in 2019.

While there is reason to be pleased with the higher response to the verification letter, the picture is spoiled by the fact that many of the responses are inconsistent with the actual situation. Namely, in their response, local self-government units claim that some information is on the website, without stating the exact address or descriptive location, and it is still impossible to find it, and there is a small number of local self-government units that do not provide links to information or documents that they claim exist, but only answer all questions with "yes" (exists) or "no".

As part of the LTI research, TS also determined the data on the representation of women and men in leading positions in local self-government – in the position of president of the municipality or mayor and in the position of head of city or municipal administration (in local self-government units in which there is a single administration). This data (chapter in the report) is not directly related to transparency. However, the analysis was done because the TS had a list of leading people in the local self-government units during the research (sending letters, determining whether officials declared assets). In this way, we wanted to provide an opportunity for researchers dealing with this topic to try to establish correlations between individual evaluated aspects of transparency and gender representation. The analysis also includes a comparison with the representation at the time of data collection for LTI 2024 and 2023.

Finally, it should always be borne in mind that the LTI result represents **a state of transparency at the time the survey is carried out or the state when the verification is completed**. The actual, current, transparency of LSGs, i.e. the situation on their websites and on their premises, may therefore differ from the status and assessment at the time of publication of this report.

## General observations

### General assessment of the transparency of local self-government and perspectives for improvement

**The average score of 145 LSGs in 2025 is 52, which is the same as in the LTI 2024 and LTI 2023 surveys.** This stagnation comes after a period of constant growth in average LTI from 2019 to 2023. **Therefore, the main conclusion for LTI 2025 is that there is no progress in transparency, but given the situation at the national level, there is no reason for great disappointment with the situation at the local level.** If one were to look for the reason for this year's stagnation (in last year's it could have been the local elections), the possible answer could be that the focus, due to political tensions, was on other topics, and not on transparency. This, however, is an additional proof that it is necessary to **continue working on establishing sustainable mechanisms, primarily by adopting regulations that will precisely prescribe procedures and obligations, but more importantly – responsibility for the implementation of these procedures.**

Namely, elections or political tensions may be the explanation for the lack of progress in the average LTI score, but the fact that there was no decline indicates that there was a weight on the other side that preserved the balance. These can be local self-government units that have had a positive trend for years, but also **the political will** to "profit", in the political sense, transparency and the fight against corruption, and those local self-government units that have not so far expressed interest in increasing transparency.

Also, **competition between local self-governments is often** an incentive to achieve a good result, which, however, could be questionable from the point of view of sustainability. Rules established at the national level would be most helpful to achieve this goal, as they would ensure the sustainability of transparency.

The introduction of legal obligations at the national level regarding the transparency of local self-government could raise the level of transparency, provided that their implementation is effectively monitored and measures are taken against those who violate them. Numerous studies, including the LTI itself, show that better results are expected when laws prescribe clear obligations to publish data. When the obligations are abolished (as in the case of public procurement), a small number of LSGs will continue to implement good practices.

The results of LTI 2025 also confirm some of the findings from the previous year – the positive impact of the introduction of budget portals, registers of administrative procedures and the negative impact of the abolition of legal obligations (Public Procurement). The importance of direct support to municipalities and cities through projects aimed at increasing transparency is also visible. The impact of political and administrative will, as well as capacities and priorities, could be seen through research and results.

Therefore, the TS once again emphasizes the importance and appeals for the adoption, implementation and improvement of permanent mechanisms that guarantee that the improvement of transparency (as well as the attitude towards corruption risks and mechanisms for their elimination) does not depend on the political will or enthusiasm of individuals in local administration or local authorities.

The research has **again identified some good practices. Some of them have been going on for years, and some good practices have been replicated. On the other hand, some bad practices persist.**

For example, there are only a handful of local self-governments that have published contacts through which citizens can communicate with councillors. A significant number of LSGs do not have a functional search on their website. There is still no register of lobbyists, nor a schedule of mayoral activities (apart from promotional activities or occasional public events that are announced to the media).

## A number of systemic problems and observations

Transparency is often, and certainly not mistakenly, tried to be presented as openness to citizens by enabling them to have an insight into the activities of the highest officials or the public promotion of the activities of local self-government bodies, public enterprises and public institutions that perform their regular duties, provide services to citizens. This is done at the level of propaganda reports or statements, or media reports in which the allegations of local authorities are accepted without question and uncritically.

And in fact, the foundation of transparency in local self-government units is to make available to citizens the decisions adopted by local authorities. This does not imply the interpretation of the decision by the official. In order for people to be able to hold the government accountable, they need to know what the government is doing. This is especially true of the decisions that the government makes and that have an impact on the lives of citizens.

LTI has been showing for years (based on the indicators themselves, but also on the basis of the responses sent by local self-government units to requests or in the verification process) that, instead of decisions that would be easily available on the website and that would be published immediately after the session of the local assembly or council, citizens are often given only an interpretation in the form of a statement/explanation of the decision-maker, written by the editor of the LSG's website. Also, TS often encounters the position of local self-government units that publishing decisions in the Official Gazette is sufficient to ensure transparency. And at the same time, it is not a rare case that the Official Gazette cannot be found on the websites of local self-government units, and even when it is available, documents are sometimes not searchable.

Due to this state of transparency in the area of "Assembly and Councils," citizens have a reduced ability to recognize what impact the decisions made by these bodies will have on their lives. Some local governments decide to publish only certain documents, without clear criteria as to why they publish them, and others do not. The average score in the area of "Assembly and Councils" has been lower than all other categories (areas) almost from the very beginning of the LTI survey<sup>7</sup> and has varied between 34% and 39% in the last five cycles. After approaching near the 40% mark for the first time in LTI 2023 (it was 39.5%), in the last two cycles it has fallen to this year's 37.3%.

The most concerning issue is the continued decline in the percentage of local self-government units, on whose websites decisions made at local assembly sessions can be found (from 46.2%<sup>8</sup> to 44.1% in 2024 and 39.3% this year). In addition, 14.5% (slightly better than the previous year – 17%) of local self-governments still do not have an Official Gazette on their websites, nor a link to it. In such a

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<sup>7</sup> The rating was 49% in the first survey in 2015, but then the indicators in this area have changed significantly.

<sup>8</sup> All data refer to 145 municipalities and cities, unless otherwise indicated.

combination, the lack of transparency for these indicators makes it significantly more difficult to monitor city/municipal regulations.

The agenda of the next session of the Assembly is set on 55.2% (56.6% in LTI 2024) of the LSGs websites, and the draft acts for the next session at 24.1% (23.4% in LTI 2023). The situation is similar with the transparency of the work of city and municipal councils – after a significant increase in 2023 (an increase from an extremely low level to a slightly higher, but still low level in absolute terms), the decline continues.

The situation in the area of the budget is improving: the budget is not published on the website of only three local self-government units (TS evaluates the publication of the budget on the website and not only in the Official Gazette). The number of local self-government units that publish monthly reports on the implementation of the budget continues to increase, in large part due to the increase in the number of those that have budget portals. In LTI 2024, temporary funding (due to the local elections) had the greatest impact on indicators related to the public debate on the budget and its reporting. This time, it is difficult to find an excuse for an additional, drastic decline in this regard. Less than half of the local self-government units had a public debate on the budget (with the organization of a physical meeting):

The number of public calls for tenders for the allocation of funds to the media and non-governmental organizations has fluctuated between 82% and 87% for several years, and this year it has increased above 93% in both categories. The number of reports on the allocation of funds to the media and associations has also increased, and it has been noted that the trend of publishing reports on the allocation of funds to the media to a lesser extent continues.

**Steady progress in the field of public enterprises and public institutions, which started from LTI 2019, has continued this year.** Progress remains slow, particularly given that PE and PI are identified as highly vulnerable to abuse and corruption, and that despite years of growth, the rating has only just surpassed 50%. In LTI 2025 it is 54.9% (53% in LTI 2024). It is good that we have an increase in the indicator that assesses whether competitions for the election of directors have been conducted in all PEs or whether at least the acting directors are in a legal position (the duration of the acting state). The appointment of directors affiliated with political parties is a well-known practice rather than a hidden occurrence, and in many cases, competitions are not organized even formally. There are numerous examples of local PE directors serving in an acting capacity for more than five years.

Comprehensive information on the procedures for the selection of directors can still be found on the websites of only 6.9% of local governments. The situation is slightly better, but with a concerning downward trend compared to the previous year.,when it comes to basic information about these procedures – they are published on the website of 13.1% of local government websites (17.2% in LTI 2024 and 16.6% in LTI 2023).

Still a large number (12.5%, slightly better than the previous year when there were 14.5%) of the observed PEs do not have their own websites, although this has been a legal obligation since 2012.

The situation with the publication of work plans and work reports continues to show how much legal obligations are not respected and how much this area is neglected – the law is being violated, and in 13 years we have not recorded a single case where the director of PE has been punished for this violation. Less than half of the respondents are still compliant (50% and 44%, respectively).

The number of local self-government units that have adopted and published development strategies continues to grow. This indicator increased from 34% in 2021 to 76.6% in 2024 and 82.8% in LTI 2025.

In the area of free access to information, the increase continues after a two-year decline, but it is still at or below the level of the 2020-2021 period. All assessments in this area improved, including the one on the handling of the request of the "mystery shopper". Namely, 16 (out of 170) LSGs ignored the request made by the "mystery shopper" from TS, while there were 26 in LTI 2024 and 47 in LTI 2023.

Among the examples of good practice, in addition to the aforementioned budget portals (although there are still established budget portals that lack numerous contents or are simply not up to date), there are also good examples regarding separate portals of municipal assemblies/cities or portals for urbanism. E-registers of administrative procedures, when regularly updated, are useful not only because they are "easy to use" and easy to search, but also because they provide a greater amount of information. Like every year, this report includes a dedicated chapter on good practices.

## Results of the LSGs in certain areas of research

### Overview

**Transparency tends to be higher, and results for certain indicators or areas are better, when the obligation to publish information is established by law or other regulations. However, legal obligations are frequently ignored, and violations are rarely sanctioned. The situation is even more problematic when no penalties exist at all. Improved transparency requires clearly defined responsibilities and jurisdiction, along with prescribed sanctions that are consistently applied when regulations are breached.**

In order to achieve and maintain transparency, it is necessary to adopt clear procedures, prescribe precise duties and responsibilities, and that the procedures are implemented, i.e. continuously implemented. This is (largely) necessary, but unfortunately, it cannot be guaranteed that it will suffice. Nevertheless, it is a first step that would lead to a situation in which improving transparency does not depend solely on the political will or enthusiasm of individuals in local administration.

While it is unpopular to expect cooperation at the same time (especially when it comes to matters that promote good practice and go beyond minimum or satisfactory transparency) and advocate sanctions for those who should show goodwill, experience shows that **sanctions for violations of rules and mechanisms should not only be prescribed, but also regularly implemented. TS recently sent an invitation to the Ministry of Economy to contribute to better implementation of the Law on public enterprises with its authority and warning, and then by initiating procedures for sanctioning, but the ministry did not respond to the letter, nor did it initiate similar activities<sup>9</sup>.**

**The TS continues, as part of its work on anti-corruption policies at the national level, to insist on the establishment (through binding regulations) of a higher level of transparency obligations. Previous practice (in relation to public procurement) has shown that the abolition of the obligation results in the abolition of good practices envisaged by these obligations.**

The average score for the area of "Public Enterprises and Public Institutions" has been growing since 2019, but it is still low (54.9%), and could have been significantly higher if sanctions in order to implement the prescribed obligation had been used earlier. Also, bad examples to local authorities have been set all the time by the Government of Serbia and public enterprises at the national level, which have also ignored their obligations.

The research re-identified some examples of good practice (listed in a separate chapter of this report). Some of them are maintained for several years, some are replicated, but, on the other hand, Most of the problematic practices persist. This includes insufficient information regarding budget documents (apart from the budget itself), such as the explanatory memorandum of the budget (although the situation is better than in the previous year, 38 compared to 54 out of 170 LSGs), six-month and nine-

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<sup>9</sup> Since 2012, the Law on Public enterprises has prescribed obligations in the field of transparency of work, publication of certain data on the websites of PE, and still 12.5% of PEs from the sample do not have their own website, thus, there is no platform available for the required publications. Others have websites, but there are a significant number of PEs that do not publish data, not at all or not regularly. TS has not recorded a single case where a responsible person has been sanctioned for violating both legal provisions on the transparency of work. Public Enterprises Act, Section 78. "A fine of 50,000 to 150,000 dinars will be imposed on a responsible person in a public enterprise if... the public enterprise fails to publish on its website the data prescribed by Article 71 of this Law".

month reports on the implementation of the budget (not available on the websites of 97 out of 170 LSGs).

The decline in the area of public procurement continues, this category for the first time has an average below 50% (before the abolition of the legal obligation it was above 95%). Almost all local self-government units have a section on their websites dedicated to public procurement (162 out of 170), but they usually publish only PP plans, sometimes data on low-value procurement. The number of LSGs that publish public calls and other documentation or at least links to the Portal page where documents are published, is decreasing - from 159 in 2021 to 95 in 2022 to 63 in 2023, 59 in LTI 2024 and 49 in LTI 2025).

LSGs are still relatively well rated in the area of "free access to information" – they respected in 100% of cases the obligation to inform citizens about the manner of submitting requests (information on the Internet), but these data in printed form were visible in only eight service centers or administration premises.

As mentioned, in explaining the importance of prescribing and implementing sanctions, the transparency of local public enterprises and institutions is weak, although slow but steady progress has been noticeable in this area since LTI 2019. The average result is still far below the desirable level (54.9%), and some of the indicators that are among the most important from the point of view of potential abuses and risks of corruption are decreasing or at a very low level. Comprehensive information on the procedures for the election of directors can be found on the websites of 6.9% of local self-government units, and basic information on these procedures is published on the websites of 13.1% of local self-government units.

In 23% of local self-government units, there was at least one case where the director of the PE was not elected in a competition, i.e. that he was in office after his mandate as acting director expired. The publication of work plans and reports on the work of the PE is a legal obligation, but we found 50% and 44% of these documents respectively for the observed PE. Finally, what is most concerning is that 18 out of 145 observer PEs **do not have their own website**, almost 13 years after the introduction of the obligation to publish documents **on the website**.

The percentage of local self-government units that have sections dedicated to PE on their websites varies between 87% and 90%. Such a page can be the first step towards a page with comprehensive information and documents, which TS has proposed in all previous research conclusions, and some LSGs have implemented (examples in the chapter "Examples of good practice").

The number of LSGs websites, which contain data on public debates conducted in the last 12 months (except for budget discussions), fell again after an increase in LTI 2024. Now there are only 84 (out of 145), 20 fewer than in LTI 2024. The upward trend in the number of reports on public debates containing information on citizens' proposals and the reasons for their acceptance/rejection has also been reversed (from 38 to 44 and 50, and now a drop to 34).

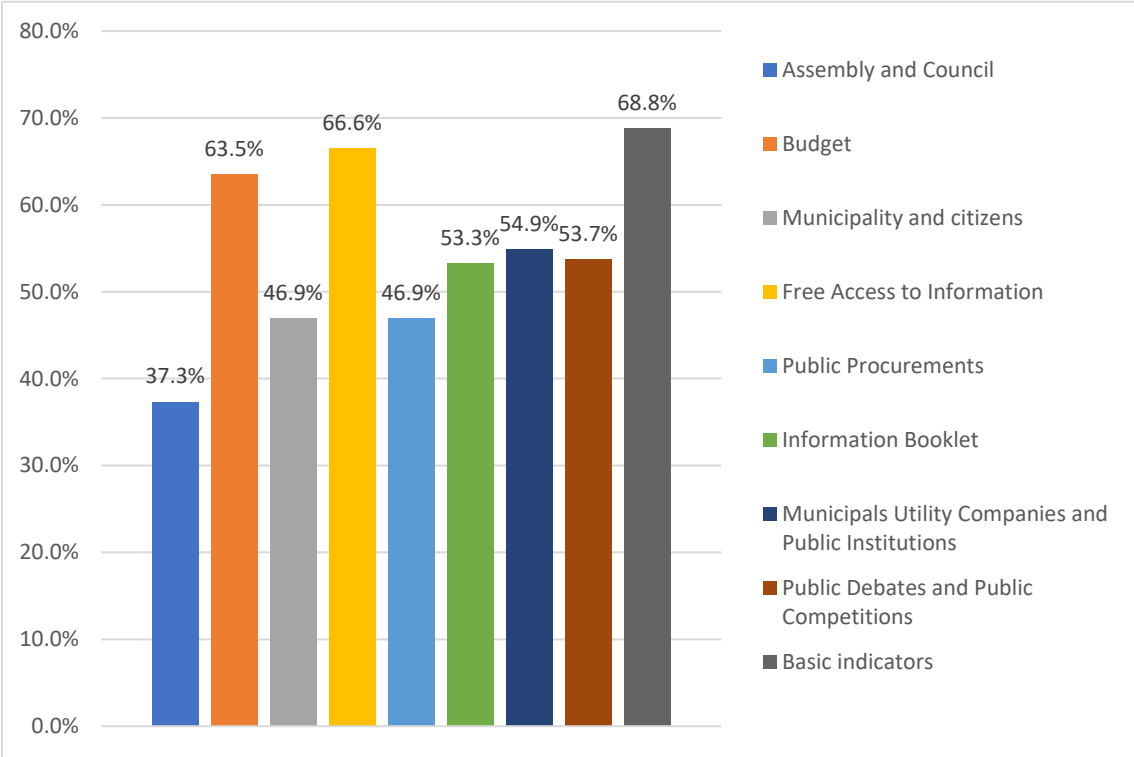
A very small number of local self-government units have mechanisms by which citizens can monitor the progress of their case through the website (10 out of 170). In premises of 52 (43 in LTI 2024) and on websites of 98 (83 in 2024) out of 170 local self-government units, irregularities, illegalities, including suspicion of corruption, can be reported. From the point of view of attitudes towards citizens, it is significant that only 36 out of 170 local self-government units have comprehensively surveyed citizens' satisfaction with administrative services in the last four years or used evaluation done by others (NGOs, donors, etc.), although this is an increase compared to last year's 29, which was the minimum since the beginning of the implementation of the LTI.

The Assembly and Council are still the worst. The only indicator with a high score is the publication of the list of deputies (89%, although this is a decrease compared to the LTI 2024). However, contacts with deputies (e-mail addresses, phone numbers, direct contact forms) are found on the websites of only 12.4% of local governments. The agenda of the next session of the Assembly is not visible in almost half of the JLS. Of the 89 that publish the agenda, only 39 publish the materials that will be discussed at the next session.

In other, non-categorized indicators, local self-government units achieved the best results on the indicator whether mayors and LSG presidents submitted property declarations (100%) and on the publication of spatial/urban plans (99.3%). The Act on Systematization of Municipal Administration was available in 90% of 170 local self-government units, and the Code of Ethics in 57% of cases. According to the Agency for the Prevention of Corruption, local anti-corruption plans, although mandatory, have been adopted by 117 out of 145 (they are mandatory only for cities and municipalities, not for in-city municipalities), which is one more than in 2024.

It is important to note that **poor performance in some categories does not necessarily mean that corruption is widespread in these areas. Similarly, good results do not guarantee that there is no corruption.** Transparency is only a mechanism to facilitate the detection or prevention of corruption, and the ultimate success of these mechanisms depends on many other factors. Also, a low LTI score does not necessarily mean that a municipality is more corrupt than another that has a higher LTI, and vice versa. The fact is that a low LTI should "alert the public" and local administration and management, while a high LTI means that corrupt behavior will be harder to cover up and easier to detect.

**Graph no. 1: Success rate of 145 LSGs by category**



*Legend: "Basic indicators" refer to five indicators from different categories that carry 2 points. "Success" refers to the percentage of the maximum possible points that LSGs could receive for indicators in a particular category*

# Research Areas

## Overview

Transparency indices are divided into eight categories. These categories, or areas, contain between four and 18 indicators. The thirteen indicator issues are not grouped into separate categories, as they focus on rather narrow areas (local anti-corruption plans, submission of property reports, availability of work plans and reports on the work of the municipal administration, code of ethics, spatial plans, etc.). Among the eight mentioned categories, the best average score is in the area of "Free Access to Information". After two consecutive years of growth, the area has reached a record (since LTI 2015) average of 66.6%. Unlike last year, when the score of only one indicator was increased in this segment, now there was an increase in three out of five indicators, one remained at a maximum of 100% and one at a very low level (4.1%).

After last year's decline from 63.2% to 59.9%, the "budget" returned to 63.5%, which is also a record average.

On the other hand, the area of "Information Booklets," which for two years was the best and only one with an average of over 70%, has now fallen to 53.3%. All four indicators fell, but the most important one was "Is the Information Booklet published on the website or on the Commissioner's portal and updated in the last 3 months?" It should be noted that in the vast majority of cases where LSGs received 0 for this indicator, it is not its (non)existence that is disputable, but the fact that it has not been updated for a long time, in some cases it is about years. Information Booklets of one of the four local bodies – the local administration – were observed.

It is no news that "Public Procurement" has continued to decline since some legal obligations were abolished in 2021, and now this group is at 46.9% (59% in LTI 2024, 62.2% in LTI 2023, 72.6% in LTI 2022 and 95.5% in LTI 2021).

The high results from the evaluations for "Public Procurement" until 2022 were a consequence of clear legal obligations in this area: the fact that local self-governments, under the threat of fines, were obliged to publish information on the public procurement portal and to publish this information on their websites. The obligation to publish on websites was abolished in 2021 and resulted in lower overall results.

In two other areas, the average is above 50% - these are "Public debates and public consultations" (53.7%, a minimal decrease from 54%) and "Public enterprises and public institutions" (from 53% to 54.9%).

When it comes to individual indicators, for 18 out of a total of 95, more than 90% of municipalities and cities have positive ratings (in LTI 2024 there were 14, in LTI 2023 15, and in LTI 2022 10). For three indicators, the result is 100% (Information on the working hours of the administration available on the website, the President/Mayor submitted a property report and Information on the submission of a request for free access to information available on the website). Other indicators with more than 90% positive assessments are: published inspection checklists, published spatial plans and/or urban plans, budget for the current year available, visible structure of funds intended for indirect budget users, there is a page on the website dedicated to public procurement, published calls for property lease, no unexecuted decisions of the Commissioner, published data on the number of employees in the Public

Institution, published systematization of the administration, competitions for the allocation of funds to the media and for the allocation of funds to associations have been announced, data on the number of employees in local self-government units, local self-government units have submitted the required information to the "mystery shopper" on time, the integrity plan has been adopted, on the website or in the Information Booklet there are data on the services provided by the municipality.

At the bottom of the table, there is currently no indicator with an overall score of zero. At 2.8% (four out of 145 LSGs) the publication of the work plan of the administration is available, and at 3.4% (five LSGs) reports on the allocation of property for lease are available.

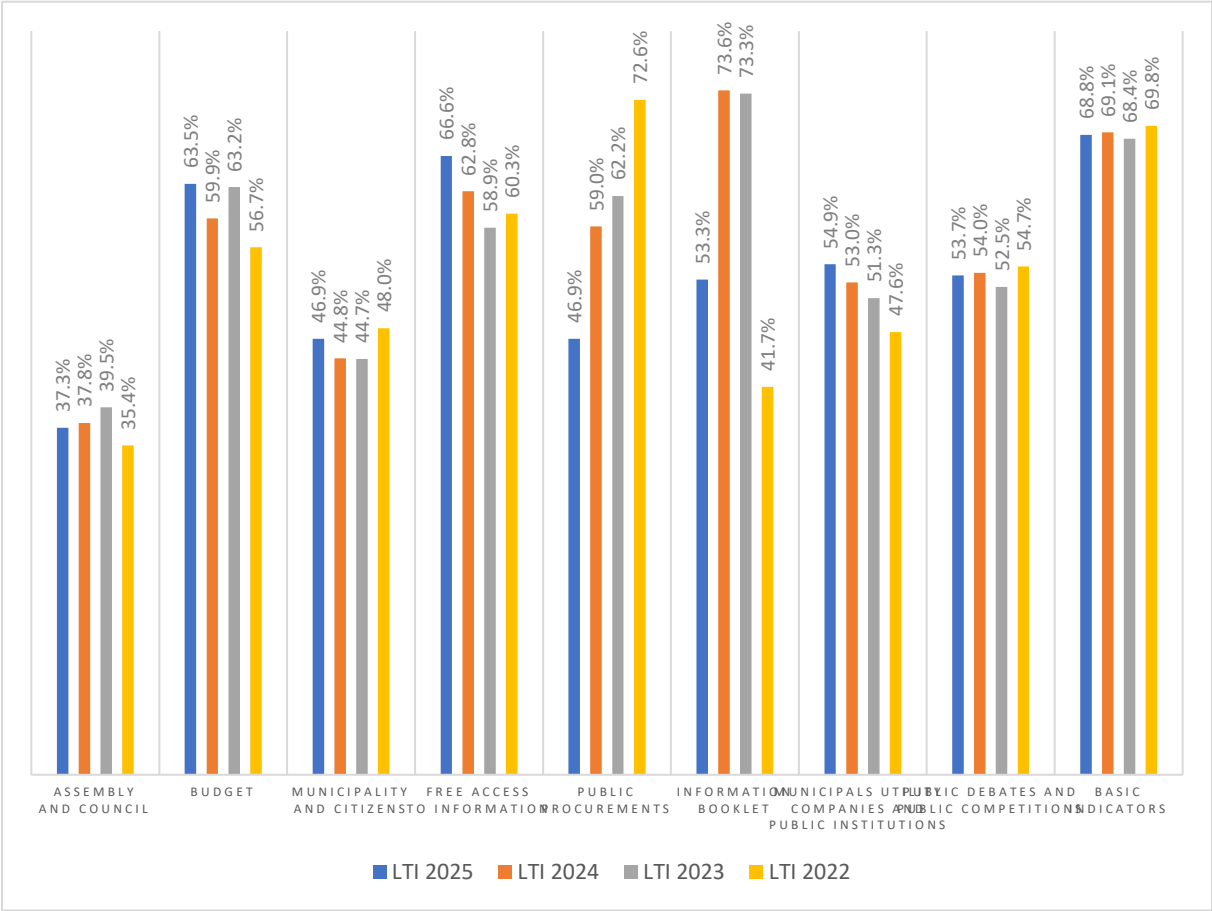
**Table no. 3: Achieved success of local self-government units in individual areas (categories)**

	Assembly and Council	Budget	LSGs and citizens	Free access to information	Public Procurement	Information booklet	Public Enterprises and Institutions	Public Debates and Public Competitions	Basic indicators
<b>Average</b>	<b>6.0</b>	<b>8.9</b>	<b>7.0</b>	<b>4.0</b>	<b>1.9</b>	<b>2.1</b>	<b>9.9</b>	<b>5.4</b>	<b>6.9</b>
<b>Maximum</b>	<b>16</b>	<b>14</b>	<b>15</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>18</b>	<b>10</b>	<b>10</b>
<b>% max. Results</b>	<b>37.3%</b>	<b>63.5%</b>	<b>46.9%</b>	<b>66.6%</b>	<b>46.9%</b>	<b>53.3%</b>	<b>54.9%</b>	<b>53.7%</b>	<b>68.8%</b>

*Legend: Score range: from 0 to the maximum number for a specific category  
A complete list of indicators by areas (categories) can be found in the appendix.*

As in the previous four years, local self-government units were the worst in the category "Assembly and Council". In the category "Public Enterprises and Public Institutions" there has been growth in the last four years, but the score is still unsatisfactory. Progress was made in the "Budget" category and a big decline in the "Information Booklet" category.

**Graph no. 2. Total result of LSGs in eight categories in 2025 compared to 2024, 2023 and 2022**



*Legend: Comparison of the overall result of local self-government units in eight categories, 2025/2024/2023/2022.*

**Free access to information**

JLS still has a relatively good average score in this area. The ratings of individual indicators (there are five of them, one is weighted by two points), however, vary enormously. All local self-government units (100%) comply with the obligation to inform citizens via the website (or in the Information Booklet) about the manner of submitting the application. Nevertheless, only 4.1% (the same as in LTI 2024, 2023 and 2022) have this information available on their premises. The number of local governments that provided the requested information to TS's "mystery shopper" has increased.

In this category, 24 LSGs have a very good score of five points (in LTI 2024 there were 13), and none reached the maximum score of six.

**Budget**

The average score in the "Budget" category rose to a record high of 63.5% after the decline, from 63.2% to 59.9%. The budget document for the current year is available on the vast majority of local government websites (97.9%), and in exactly four-fifths of cases it is available in searchable form. The

situation is significantly worse in terms of the availability of budget spending data, where only 49.7% of LSGs (which is still an increase compared to 47.6% in LTI 2024, 44% in LTI 2023 and 39.3% in 2022) published at least six-month and nine-month reports. The number of LSGs publishing monthly reports on budget implementation has increased in previous years, reaching 15% in LTI 2023, falling to 13.8% last year, and now rising again to 16.6%. Audit reports were considered and published in 37.2% (31% in 2024) of cases. Last year's decline in the number of local self-government units (from 73% to 60%) that organized public debates on the budget (citizens' surveys or consultative meetings) and published reports from public debates containing the received proposals and explanations for their acceptance or rejection could be interpreted or justified by temporary financing. The new drastic reduction, to 46%, is difficult to explain. The public hearing (in the form that TS scores positively) was organized by 67 LSGs (87 in 2024 and 106 in 2023), and the report was published by 67 LSGs. The same number of debates and reports does not mean that all those who held public debates that included consultative meetings with citizens (a condition for a positive assessment) also published reports, but that there were also public debates without meetings, only with surveys or submission of proposals, and that reports on such discussions were also published.

In the **category "Budget"**, the best result was achieved by six cities and municipalities (Kanjiža, Veliko Gradište, Novi Pazar, Bor, Zaječar, Piroć) – maximum 14 points, followed by 17 local self-government units with a score of 13.

## Public Enterprises and Public Institutions

The average score in this category has been rising since 2019, but is still at a relatively low level of 54.9%. An increase was recorded in 14 out of 18 indicators. Comprehensive documents on the process of the competition for the election of the director of the PE can be found on several websites of local self-governments (ten and 6.9%, respectively), and at least some documents can be found in 19 (13.1%) cases. Almost 90% of LSGs (130) have a special section on the website with information about PE and PI. On the other hand, 12 years after the introduction of the legal obligation to publish certain data on their websites, some PEs do not have a website (18 from the sample, or 12.3%).

In the category "Public enterprises and Public Institutions", for the third year in a row, the best ranked are Kanjiža, Veliko Gradište and Novi Pazar with a maximum of 18 points, followed by Tutin with 17, Sokobanja and Kragujevac with 16.

## Public Debates and Public Competitions

The average score was slightly lowered, from 54% to 53.7%. However, the number of local self-government units that published information about a debate held during the previous 12 months (not counting the public debate on the budget) has decreased significantly - from 103 to 84. The number of local self-government units that published reports from public debates containing information on citizens' proposals and the reasons for accepting/rejecting these proposals was also reduced – from 50 to only 34. As can be seen, there is still a huge difference in the number of those who held a debate and those who published comprehensive reports. Also, there is still a gigantic disparity between the number of local self-government units that publish calls for the lease of municipal property (97.9%) and the published information on the outcome of these ads (3.4%). This gap is much smaller, but it exists when it comes to publishing information on the distribution of funds for the media and projects of civil society organizations. Public calls for the allocation of funds for media projects were found on

135 websites, and decisions on the allocation on 107, while in the case of associations, 135 calls and 118 solutions were found. There is no progress in the indicators that assess whether reports or evaluations have been published, how the money allocated was spent and what the results of activities are – only 10 (12 last year) for the media and nine (11 in 2024) for associations. In the responses regarding these two indicators, a number of local self-government units, instead of evaluation reports, pointed to reports on the allocation of funds, which only listed how many applications there were for competitions and who received how much money.

In this category, Veliko Gradište and Novi Pazar have a maximum of 10 points, and Kanjiža has nine.

## Information booklets

The average score in this area has been drastically reduced - from 73.6% to 53.3%. One of the main reasons is the lack of timeliness of the Information Booklets. Namely, the indicator "Has the Information Booklet been published on the website or on the Commissioner's portal and updated in the last 3 months?" recorded a drop from 90.3% to 53.8%. In the vast majority of cases where local self-government units received a 0 for this indicator, it is not its (non)existence that is disputed, but the fact that it has not been updated for a long time, in some instances, this spans several years.

21 LSGs received the maximum score of 4 points (last year 52).

## LSGs and citizens

There have been no major changes in this area compared to LTI 2024. The average increased from 44.8% to 46.9%. The best situation regarding indicators is the one that is easiest to meet - the publication of information on working hours (100%) and the one that is a legal obligation - the publication of inspection checklists on websites (97.2%). There was a decrease in the indicator related to the publication of data provided by the administration (on the website or in the Information Booklet), although the percentage is still high (from 96.6% to 91%). Service centers have 128 out of 145 local self-government units, and in 36 service centers, deadlines for acting in administrative procedures are highlighted (or can be accessed via a service computer). Almost two-thirds of LSGs provide citizens with the opportunity to report irregularities or violations of the law, including corruption, through the website, but such a possibility exists in less than a third of service centers or other premises of LSGs (this includes at least the existence of a book of comments or a box for comments and suggestions). For both indicators, however, this is an increase compared to LTI 2024. Only 26 LSGs have conducted a survey on satisfaction with the services of the administration in the last four years or used a survey of others (NGOs, donors).

As in LTI 2024, 2023 and 2022, only one LSGs (Novi Pazar) achieved the maximum score (15) in this category, while Bor and Leskovac had 12 points.

## Public Procurement

In the "**Public Procurement**" category, the average score continues to decline from over 95% for the fourth year in a row. After the abolition of certain legal obligations in 2021, many local self-government units stopped advertising public procurement on their websites. Despite this, almost all LSGs have a

page on their website dedicated to public procurement (97.9%), but only 29.7% of them still publish information on current procurements (compared to 37.2% in LTI 2024, 40% in LTI 2023, 62.8% in 2022 and 94.5% in 2021).

The maximum score of four points is 29 JLS.

## Assembly and Council

This category has been the worst-ranked for years, and regularly the only highly rated indicator is the published list of deputies, although even this cannot be found on the website of 16 out of 145 local self-governments. The Official Gazette is available on the websites of 85.5% of local self-governments. The agenda of the next session of the Assembly cannot be found on the websites of 65 local self-government units, and out of 80 that publish the agenda, materials or draft documents that will be discussed at the session, only 35 are published. Decisions made at the sessions of local assemblies can be found on the website of 39.3% of local self-government units (down from last year's 44.1%). The number of local self-government units whose assembly sessions can be followed, or watched as an integral recording, on the website, Youtube channel or FB page of the local self-government has been increased, from 28 to 39.

Individually, Novi Pazar and Veliko Gradište have a maximum of 16 points, Valjevo, Niš, Leskovac and Kanjiža 15, and Sombor, Kragujevac and Rača 14 points.

## Other indicators

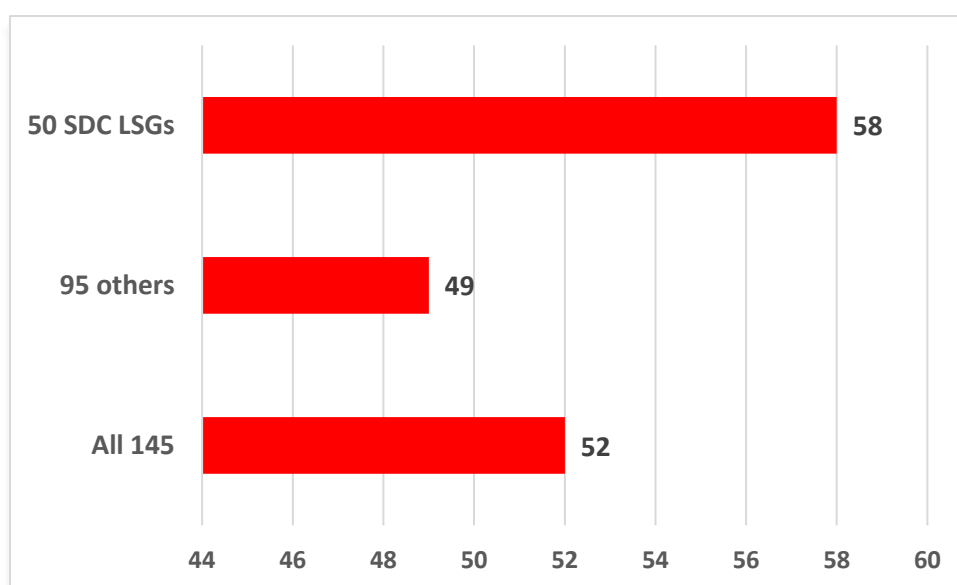
In the case of uncategorized indicators (other), local self-government units performed best when it comes to reporting the assets of the president/mayor, publishing spatial/urban plans, adopting integrity plans and publishing acts on the systematization of jobs in the administration (all four above 90%). A noteworthy observation is that the fifth indicator exceeds 90% - the publication of data on the number of employees in local self-government units on the website or in the Information Booklet, which increased from 72.4% to 92.4%. The report on the work of the administration in the previous year was published by only 21 out of 145, and the information on municipal property leased to other entities by seven local self-government units. Lobbyist contact reports (or contact forms, with no contact records) can be found in six cases, as well as a weekly or daily schedule of activities by the president/mayor.

## Performance of 50 local self-government units supported by SDC

TS compared the performance of 50 cities and municipalities supported by the Swiss Agency for Development and Cooperation (SDC) with the remaining local governments (95 of them), as well as the results of these 50 LSGs in certain areas in the last three surveys.

The average score of local self-government units supported by SDC is significantly higher than the average score of other local self-government units:

**Chart 3: Average result of LTI 2025, LSGs included in the SDC program and other LSGs**



In the following two tables, you can see the performance of LSGs from the SDC program by category and what is their score in each category, compared to other LSGs:

**Table 4: LTI 2025 result – LSGs from the SDC program – by categories, results**

	LTI	Indices by category								
		Assembly and Council	Budget	LSGs and citizens	Free access to information	Public Procurement	Information booklet	PE & PI	Public debates	Basic indicators
		(max 16)	(max 14)	(max 15)	(max 6)	(max 4)	(max 4)	(max 18)	(max 10)	(max 10)
Mali Zvornik	58	4	9	8	4	4	1	15	6	8
Ljubovija	54	4	13	7	4	1	3	10	5	6
Novi Pazar	97	16	14	15	5	4	2	18	10	10
Topola	55	9	11	6	2	1	3	10	5	4
Užice	73	12	13	11	4	2	1	15	7	8

Raška	55	5	8	6	4	1	2	15	6	6
Leskovac	81	15	13	12	5	4	3	15	6	10
Zaječar	71	13	14	9	4	3	4	10	6	10
Niš	66	15	11	7	4	0	3	13	6	8
Požega	49	10	8	7	4	1	2	8	3	8
Bor	78	11	14	12	3	4	4	14	7	10
Knjaževac	54	4	12	6	4	1	4	9	6	6
Pirot	73	9	14	8	4	4	4	14	7	10
Sombor	75	14	10	11	5	4	3	14	5	10
Apatin	52	5	12	8	4	1	1	12	5	6
Smederevo	42	2	9	6	4	0	2	9	3	6
Priboj	54	10	6	7	4	1	3	10	6	8
G. Milanovac	44	2	4	8	4	1	1	13	5	6
Kraljevo	55	13	10	5	4	1	0	10	5	8
Šabac	56	3	9	9	4	1	2	13	7	6
Arilje	56	4	10	8	4	3	4	6	8	8
Loznica	54	9	11	5	2	4	1	9	7	8
Kruševac	60	12	11	7	4	2	1	8	7	8
V. Gradište	94	16	14	11	5	4	4	18	10	10
Vrnjačka Banja	72	12	13	9	4	4	3	10	7	10
Boljevac	52	5	9	8	4	3	2	14	1	8
Kragujevac	79	14	13	8	5	4	3	16	8	10
Kučevo	48	4	12	7	4	1	0	8	5	6
Lapovo	58	5	10	6	4	3	4	12	7	8
Medveđa	51	7	6	7	4	1	4	10	4	8
Merošina	47	0	9	5	4	1	3	12	6	4
Mionica	42	5	9	6	4	1	0	9	1	6
Negotin	55	4	12	8	4	1	2	13	4	6
Nova Varoš	61	10	13	6	4	2	1	12	5	8
Petrovac na M.	52	4	9	6	4	1	4	10	6	6
Ražanj	49	3	13	5	5	3	2	4	7	8
Surdulica	47	0	7	6	4	4	4	9	5	6
Trstenik	62	4	13	8	4	3	3	11	7	8
Tutin	82	13	12	8	4	4	4	17	7	10
Valjevo	66	15	12	8	5	2	4	8	5	8
Velika Plana	44	4	6	6	2	1	1	11	6	4
Vlasotince	48	4	8	8	3	1	0	10	6	6
Kikinda	48	5	9	8	3	1	3	7	5	4
Kovin	54	6	13	8	4	1	2	11	1	8
Aleksinac	58	4	13	6	4	3	3	10	7	8
Arandelovac	44	3	7	4	4	4	2	8	5	8
Babušnica	62	9	12	6	5	4	2	8	8	10
Bajina Bašta	45	3	6	5	4	1	1	12	6	6
Bela Palanka	42	1	9	6	4	1	1	8	5	4
Bogatić	38	1	8	5	4	1	1	7	6	4
<b>AVERAGE</b>	<b>58</b>	<b>7.2</b>	<b>10.5</b>	<b>7.4</b>	<b>4.0</b>	<b>2.2</b>	<b>2.3</b>	<b>11.1</b>	<b>5.8</b>	<b>7.4</b>
<b>All 145 52</b>		<b>6.0</b>	<b>8.9</b>	<b>7.0</b>	<b>4.0</b>	<b>1.9</b>	<b>2.1</b>	<b>9.9</b>	<b>5.4</b>	<b>6.9</b>

In this LTI cycle, local self-government units from the SDC program performed better in all categories, with the largest deviations in the areas of "Budget" and "Assembly and Council". The only exception is "Free Access to Information", where the difference is minimal.

**Table 5: LTI 2025 – LSGs from the SDC program and other LSGs – indicators by category, percentage**

	Indicators by category								
	Assembly and Council	Budget	LSGs and citizens	Free access to information	Public Procurement	Information booklet	PE & PI	Public debates	Basic indicators
	(max 16)	(max 14)	(max 15)	(max 6)	(max 4)	(max 4)	(max 18)	(max 10)	(max 10)
<b>50 SDC</b>	45.3%	74.7%	49.6%	66.3%	54.0%	58.5%	61.7%	57.6%	74.0%
<b>95 others</b>	33.2%	57.7%	45.5%	66.7%	43.2%	50.5%	51.3%	51.7%	66.1%
<b>All 145</b>	37.3%	63.5%	46.9%	66.6%	46.9%	53.3%	54.9%	53.7%	68.8%

It should be borne in mind that this is an average result and that there were actually excellent actors, but also some unsuccessful ones among these 50 LSGs. This can be seen in the following table.

**Table no. 6: LTI 2025/ LTI 2024 comparison – LSGs included in SDC programs**

LTI 2025 rank	LTI 2025 score	LSU	LTI 2024 rank	LTI 2024 score
1	97	Novi Pazar	1	97
2	94	Veliko Gradište	2	88
4	82	Tutin	9	74
5	81	Leskovac	4	83
6	79	Kragujevac	24	62
7	78	Bor	8	76
8	75	Sombor	5	82
10	73	Užice	13	68
10	73	Pirot	15	67
12	72	Vrnjačka Banja	15	67
13	71	Zaječar	9	74
16	66	Valjevo	48	56
16	66	Niš	48	56
20	62	Trstenik	32	60
20	62	Babušnica	37	59
22	61	Nova Varoš	32	60
24	60	Kruševac	11	73
32	58	Aleksinac	27	61

32	58	Lapovo	56	53
32	58	Mali Zvornik	60	52
42	56	Arilje	60	52
42	56	Šabac	40	58
48	55	Negotin	17	65
48	55	Kraljevo	21	63
48	55	Topola	27	61
48	55	Raška	44	57
56	54	Priboj	60	52
56	54	Loznica	56	53
56	54	Ljubovija	44	57
56	54	Knjaževac	32	60
56	54	Kovin	37	59
66	52	Petrovac	21	63
66	52	Boljevac	27	61
66	52	Apatin	76	50
72	51	Medveđa	76	50
82	49	Ražanj	60	52
82	49	Požega	99	45
86	48	Vlasotince	71	51
86	48	Kučevo	44	57
86	48	Kikinda	76	50
94	47	Merošina	119	41
94	47	Surdulica	99	45
105	45	Bajina Bašta	93	47
107	44	Velika Plana	81	49
107	44	G. Milanovac	89	48
107	44	Arandjelovac	111	43
119	42	Bela Palanka	133	36
119	42	Smederevo	99	45
119	42	Mionica	111	43
136	38	Bogatić	139	33
	58	Average		58

Legend: LTI Growth Unchanged LTI LTI Decrease

The index rose at 25 LSGs, (27 in LTI 2024) by an average of 4.8 index points (4.3 in LTI 2024), the largest individual improvements are 17 and 10 points (in two cases). A deterioration was recorded in 24 LSGs (20 in LTI 2024), an average of 5 index points (3.55 in LTI 2024), and the largest declines were 13 and 11 index points. In one case, the index remained unchanged. Overall, the average decreased by 0.4 points.

**Table no. 7: Comparison of grades for 50 LSGs in three specific areas in the last three years**

LTI per three chapters in 2023								
No.	Municipality	Chapter Budget (max 14)	%	Chapter LG and citizens (max 15)	%	Public Debates and Competition (max 10)	%	Average 3 Chapters %
1	Mali Zvornik	8	57.1%	6	40.0%	6	60.0%	52.4%
2	Ljubovija	14	100.0%	6	40.0%	6	60.0%	66.7%
3	Novi Pazar	13	92.9%	15	100.0%	8	80.0%	91.0%
4	Topola	8	57.1%	5	33.3%	7	70.0%	53.5%
5	Uzice	14	100.0%	11	73.3%	7	70.0%	81.1%
6	Raska	10	71.4%	6	40.0%	7	70.0%	60.5%
7	Leskovac	12	85.7%	8	53.3%	9	90.0%	76.3%
8	Zajecar	12	85.7%	10	66.7%	6	60.0%	70.8%
9	Nis	11	78.6%	7	46.7%	6	60.0%	61.7%
10	Pozega	7	50.0%	7	46.7%	3	30.0%	42.2%
11	Bor	14	100.0%	11	73.3%	7	70.0%	81.1%
12	Knjazevac	11	78.6%	5	33.3%	7	70.0%	60.6%
13	Pirot	14	100.0%	8	53.3%	8	80.0%	77.8%
14	Sombor	13	92.9%	13	86.7%	8	80.0%	86.5%
15	Apatin	11	78.6%	6	40.0%	5	50.0%	56.2%
16	Smederevo	6	42.9%	9	60.0%	3	30.0%	44.3%
17	Priboj	7	50.0%	9	60.0%	6	60.0%	56.7%
18	Gornji Milanovac	6	42.9%	8	53.3%	5	50.0%	48.7%
19	Kraljevo	11	78.6%	5	33.3%	6	60.0%	57.3%
20	Sabac	10	71.4%	11	73.3%	7	70.0%	71.6%
21	Arilje	7	50.0%	6	40.0%	5	50.0%	46.7%
22	Loznica	2	14.3%	5	33.3%	7	70.0%	39.2%
23	Krusevac	12	85.7%	8	53.3%	7	70.0%	69.7%
24	Veliko Gradiste	11	78.6%	9	60.0%	7	70.0%	69.5%
25	Vrnjacka Banja	11	78.6%	9	60.0%	7	70.0%	69.5%
26	Boljevac	12	85.7%	8	53.3%	7	70.0%	69.7%
27	Kragujevac	7	50.0%	8	53.3%	5	50.0%	51.1%
28	Kucevo	12	85.7%	7	46.7%	7	70.0%	67.5%
29	Lapovo	11	78.6%	4	26.7%	5	50.0%	51.7%
30	Medvedja	8	57.1%	6	40.0%	3	30.0%	42.4%
31	Merosina	10	71.4%	6	40.0%	4	40.0%	50.5%
32	Mionica	8	57.1%	5	33.3%	2	20.0%	36.8%
33	Negotin	12	85.7%	8	53.3%	5	50.0%	63.0%
34	Nova Varos	13	92.9%	5	33.3%	5	50.0%	58.7%
35	Petrovac na Mlavi	13	92.9%	5	33.3%	7	70.0%	65.4%
36	Razanaj	13	92.9%	4	26.7%	5	50.0%	56.5%
37	Surdulica	4	28.6%	4	26.7%	6	60.0%	38.4%
38	Trstenik	12	85.7%	9	60.0%	6	60.0%	68.6%
39	Tutin	13	92.9%	9	60.0%	8	80.0%	77.6%
40	Valjevo	11	78.6%	8	53.3%	5	50.0%	60.6%
41	Velika Plana	9	64.3%	6	40.0%	7	70.0%	58.1%
42	Vlasotince	12	85.7%	9	60.0%	7	70.0%	71.9%
43	Kikinda	14	100.0%	6	40.0%	6	60.0%	66.7%
44	Kovin	10	71.4%	7	46.7%	4	40.0%	52.7%
45	Aleksinac	10	71.4%	6	40.0%	3	30.0%	47.1%
46	Arandjelovac	3	21.4%	6	40.0%	4	40.0%	33.8%
47	Babusnica	9	64.3%	6	40.0%	5	50.0%	51.4%
48	Bajina Basta	6	42.9%	5	33.3%	5	50.0%	42.1%
49	Bela Palanka	10	71.4%	6	40.0%	3	30.0%	47.1%
50	Bogatic	3	21.4%	6	40.0%	5	50.0%	37.1%
	Total Average	10	71.4%	7.24	48.3%	5.78	57.8%	59.2%

LTI per three chapters in 2024								
No.	Municipality	Chapter Budget (max 14)	%	Chapter LG and citizens (max 15)	%	Public Debates and Competition (max 10)	%	Average 3 Chapters %
1	Mali Zvornik	3	21.4%	7	46.7%	6	60.0%	42.70%
2	Ljubovija	13	92.9%	6	40.0%	7	70.0%	67.62%
3	Novi Pazar	13	92.9%	15	100.0%	9	90.0%	94.29%
4	Topola	12	85.7%	4	26.7%	6	60.0%	57.46%
5	Uzice	13	92.9%	7	46.7%	7	70.0%	69.84%
6	Raska	8	57.1%	6	40.0%	5	50.0%	49.05%
7	Leskovac	13	92.9%	13	86.7%	10	100.0%	93.17%
8	Zajecar	14	100.0%	10	66.7%	6	60.0%	75.56%
9	Nis	8	57.1%	7	46.7%	7	70.0%	57.94%
10	Pozega	8	57.1%	7	46.7%	2	20.0%	41.27%
11	Bor	13	92.9%	11	73.3%	8	80.0%	82.06%
12	Knjazevac	11	78.6%	6	40.0%	7	70.0%	62.86%
13	Pirot	11	78.6%	10	66.7%	8	80.0%	75.08%
14	Sombor	10	71.4%	12	80.0%	7	70.0%	73.81%
15	Apatin	10	71.4%	8	53.3%	4	40.0%	54.92%
16	Smederevo	8	57.1%	8	53.3%	5	50.0%	53.49%
17	Priboj	4	28.6%	7	46.7%	6	60.0%	45.08%
18	Gornji Milanovac	4	28.6%	7	46.7%	6	60.0%	45.08%
19	Kraljevo	11	78.6%	6	40.0%	7	70.0%	62.86%
20	Sabac	9	64.3%	10	66.7%	7	70.0%	66.98%
21	Arilje	10	71.4%	8	53.3%	6	60.0%	61.59%
22	Loznica	8	57.1%	5	33.3%	7	70.0%	53.49%
23	Krusevac	13	92.9%	8	53.3%	9	90.0%	78.73%
24	Veliko Gradiste	13	92.9%	13	86.7%	7	70.0%	83.17%
25	Vrnjacka Banja	14	100.0%	10	66.7%	6	60.0%	75.56%
26	Boljevac	11	78.6%	10	66.7%	7	70.0%	71.75%
27	Kragujevac	6	42.9%	7	46.7%	7	70.0%	53.17%
28	Kucevo	12	85.7%	7	46.7%	7	70.0%	67.46%
29	Lapovo	8	57.1%	6	40.0%	5	50.0%	49.05%
30	Medvedja	8	57.1%	6	40.0%	5	50.0%	49.05%
31	Merosina	11	78.6%	4	26.7%	6	60.0%	55.08%
32	Mionica	9	64.3%	6	40.0%	2	20.0%	41.43%
33	Negotin	12	85.7%	10	66.7%	8	80.0%	77.46%
34	Nova Varos	12	85.7%	6	40.0%	5	50.0%	58.57%
35	Petrovac na Mlavi	13	92.9%	7	46.7%	7	70.0%	69.84%
36	Razanaj	13	92.9%	4	26.7%	6	60.0%	59.84%
37	Surdulica	5	35.7%	5	33.3%	5	50.0%	39.68%
38	Trstenik	10	71.4%	7	46.7%	7	70.0%	62.70%
39	Tutin	13	92.9%	9	60.0%	6	60.0%	70.95%
40	Valjevo	12	85.7%	7	46.7%	6	60.0%	64.13%
41	Velika Plana	8	57.1%	6	40.0%	7	70.0%	55.71%
42	Vlasotince	9	64.3%	7	46.7%	6	60.0%	56.98%
43	Kikinda	9	64.3%	7	46.7%	5	50.0%	53.65%
44	Kovin	12	85.7%	8	53.3%	3	30.0%	56.35%
45	Aleksinac	10	71.4%	6	40.0%	9	90.0%	67.14%
46	Arandjelovac	7	50.0%	5	33.3%	4	40.0%	41.11%
47	Babusnica	9	64.3%	5	33.3%	6	60.0%	52.54%
48	Bajina Basta	5	35.7%	6	40.0%	6	60.0%	45.24%
49	Bela Palanka	7	50.0%	5	33.3%	2	20.0%	34.44%
50	Bogatic	1	7.1%	5	33.3%	6	60.0%	33.49%
	Total Average	9.72	69.4%	7.44	55.7%	6.16	61.6%	63.56%

LTI tri oblasti u 2025

No.	JLS	Budžet (max 14) LTI 2025	% LTI 2025	JLS i građani (max 15) LTI 2025	% LTI 2025	Javne rasprave (max 10) 2025	% LTI 2025	Prosek tri kategorije % LTI 2025
1	Mali Zvornik	9	64.3%	8	53.3%	6	60.0%	59.21%
2	Ljubovija	13	92.9%	7	46.7%	5	50.0%	63.17%
3	Novi Pazar	14	100.0%	15	100.0%	10	100.0%	100.00%
4	Topola	11	78.6%	6	40.0%	5	50.0%	56.19%
5	Uzice	13	92.9%	11	73.3%	7	70.0%	78.73%
6	Raska	8	57.1%	6	40.0%	6	60.0%	52.38%
7	Leskovac	13	92.9%	12	80.0%	6	60.0%	77.62%
8	Zajecar	14	100.0%	9	60.0%	6	60.0%	73.33%
9	Nis	11	78.6%	7	46.7%	6	60.0%	61.75%
10	Pozega	8	57.1%	7	46.7%	3	30.0%	44.60%
11	Bor	14	100.0%	12	80.0%	7	70.0%	83.33%
12	Knjazevac	12	85.7%	6	40.0%	6	60.0%	61.90%
13	Pirot	14	100.0%	8	53.3%	7	70.0%	74.44%
14	Sombor	10	71.4%	11	73.3%	5	50.0%	64.92%
15	Apatin	12	85.7%	8	53.3%	5	50.0%	63.02%
16	Smederevo	9	64.3%	6	40.0%	3	30.0%	44.76%
17	Priboj	6	42.9%	7	46.7%	6	60.0%	49.84%
18	Gornji Milanovac	4	28.6%	8	53.3%	5	50.0%	43.97%
19	Kraljevo	10	71.4%	5	33.3%	5	50.0%	51.59%
20	Sabac	9	64.3%	9	60.0%	7	70.0%	64.76%
21	Arilje	10	71.4%	8	53.3%	8	80.0%	68.25%
22	Loznica	11	78.6%	5	33.3%	7	70.0%	60.63%
23	Krusevac	11	78.6%	7	46.7%	7	70.0%	65.08%
24	Veliko Gradiste	14	100.0%	11	73.3%	10	100.0%	91.11%
25	Vrnjacka Banja	13	92.9%	9	60.0%	7	70.0%	74.29%
26	Boljevac	9	64.3%	8	53.3%	1	10.0%	42.54%
27	Kragujevac	13	92.9%	8	53.3%	8	80.0%	75.40%
28	Kucevo	12	85.7%	7	46.7%	5	50.0%	60.79%
29	Lapovo	10	71.4%	6	40.0%	7	70.0%	60.48%
30	Medvedja	6	42.9%	7	46.7%	4	40.0%	43.17%
31	Merosina	9	64.3%	5	33.3%	6	60.0%	52.54%
32	Mionica	9	64.3%	6	40.0%	1	10.0%	38.10%
33	Negotin	12	85.7%	8	53.3%	4	40.0%	59.68%
34	Nova Varos	13	92.9%	6	40.0%	5	50.0%	60.95%
35	Petrovac na Mlavi	9	64.3%	6	40.0%	6	60.0%	54.76%
36	Razanj	13	92.9%	5	33.3%	7	70.0%	65.40%
37	Surdulica	7	50.0%	6	40.0%	5	50.0%	46.67%
38	Trstenik	13	92.9%	8	53.3%	7	70.0%	72.06%
39	Tutin	12	85.7%	8	53.3%	7	70.0%	69.68%
40	Valjevo	12	85.7%	8	53.3%	5	50.0%	63.02%
41	Velika Plana	6	42.9%	6	40.0%	6	60.0%	47.62%
42	Vlasotince	8	57.1%	8	53.3%	6	60.0%	56.83%
43	Kikinda	9	64.3%	8	53.3%	5	50.0%	55.87%
44	Kovin	13	92.9%	8	53.3%	1	10.0%	52.06%
45	Aleksinac	13	92.9%	6	40.0%	7	70.0%	67.62%
46	Arandjelovac	7	50.0%	4	26.7%	5	50.0%	42.22%
47	Babusnica	12	85.7%	6	40.0%	8	80.0%	68.57%
48	Bajina Basta	6	42.9%	5	33.3%	6	60.0%	45.40%
49	Bela Palanka	9	64.3%	6	40.0%	5	50.0%	51.43%
50	Bogatic	8	57.1%	5	33.3%	6	60.0%	50.16%
	<b>Prosek</b>	<b>10.46</b>	<b>74.7%</b>	<b>7.44</b>	<b>56.0%</b>	<b>5.76</b>	<b>57.6%</b>	<b>62.77%</b>

## The Performance of In-city Municipalities

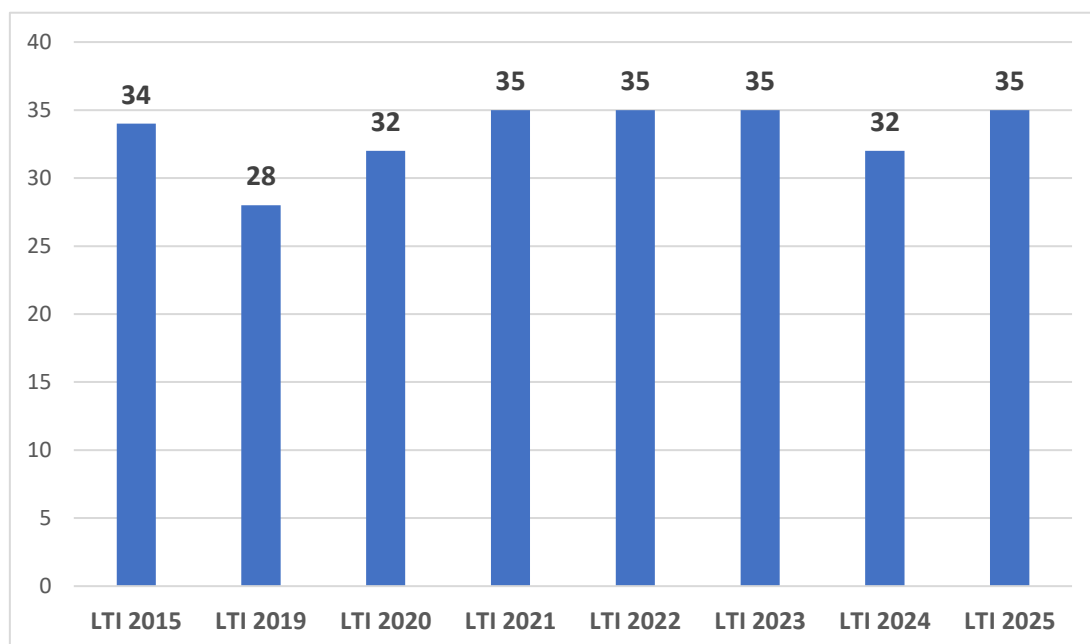
In-city municipalities do not have the same competencies as cities and municipalities because they are prescribed by the statute of the city of which they are a part, and this practice differs from city to city. In addition, some of the indicators cannot be applied to in-city municipalities (some do not have PEs, do not have property, some do not announce competitions for the media, etc.). For this reason, Transparency Serbia evaluated 25 in-city municipalities comparing their performance in 2025 with the performance from previous surveys (2024, 2023, 2022, 2021, 2020, 2019 and 2015), but did not rank them.

### Overview

The overall impression is that the average performance of in-city municipalities has increased and returned to the multi-year average, after a decline in 2024, which was attributed to the local elections.

At the same time, the LTI was increased in 15 in-city municipalities, of which in seven - significantly (seven to 15 points), in two it was unchanged, and in eight it was reduced (in one significantly, by eight points). Particular attention should be given to Surčin, which has an exceptional score of 77 points, and Zvezdara with continuous growth through six cycles, to the current score of 59 points.

**Graph no. 4: Average LTI of in-city municipalities 2015-2025**



City municipalities achieved the best results in the area of "Free Access to Information" (68.7%, an increase compared to 60% in 2024) and "Information booklet" (57%, which is still a decrease compared to 64% in LTI 2024).

The performance is traditionally poor in the category "Assembly and Council", where the index of 25 in-city municipalities is 3.8 out of a maximum of 18 points (23.5%), which is still slightly better than the

previous year (19.8%). The low score in the area of "Public Enterprises and Public Institutions" is a consequence of the fact that not all city municipalities have public enterprises (some even do not even have public institutions) in their jurisdiction. The jurisdiction could partly explain the low average in the category "Public Debates and Public Competitions", but this does not explain the multi-year downward trend from 28.4 in 2022 to 24.4 in 2023, 22% in LTI 2024 and 21.2% in 2025).

## Comparison of Comparable

There are four categories in which competencies do not play a role and a comparison between in-city municipalities is indeed possible: "Assembly and Council", "Budget", "LSGs and Citizens" and "Free Access to Information".

In the category "**Assembly and Council**" (maximum 16 points), with the worst average index among comparable areas, three city municipalities achieved 50% or more - Sevojno, which had an excellent result - 15 out of 16 points. Surčin also has a very good 13, and Palilula Niš 10. Currently, six in-city municipalities have available on their websites the decisions adopted by their assemblies – Sevojno, Palilula Niš, Čukarica, Surčin, Grocka and Stari Grad. List of deputies are available in 23 out of 25 municipalities. This area shows that in-city municipalities share a problem with other LSGs – they do not take seriously their obligations regarding transparency in the category "Assembly and Council".

The performance in the "**Budget**" category has improved after a drastic decline last year (to 27.7% from 41.1% and now to 36%). The best result holds Surčin with 13 out of a maximum of 14 points, Palilula Niš and Sevojno with 11 and Zvezdara with 10.

The current budget is available on the websites of 17 (out of 25) in-city municipalities, which is less than two years ago (21). In most cases (12 out of 17), the budget was available in machine-readable or searchable form. There is a lot of progress when it comes to publishing budget spending data – 11 (six in 2024 and four in 2023) have published six-month and nine-month reports.

As for the category "**LSGs and citizens**", there are no significant deviations – the average is 42% (it was 39%), and the best are Zvezdara with 12 (out of a maximum of 15), and Surčin with nine points.

All municipalities have information about the working hours of the administration available on the website or an available telephone number through which this information can be obtained. Twenty-three have a functional service center that provides all services. Additionally, 20 provide information on the website about the services offered by the municipality. On the other hand, only six of them provide citizens with the opportunity to report irregularities or violations of the law on their websites, but eight of them have such mechanisms on their premises.

"**Free Access to Information**" has an average of 68.7%. The response to the request of the "mystery shopper" was submitted by 21 in-city municipalities (19 in 2024). The obligation to inform citizens on their websites about the submission of requests for free access to information is fulfilled by all 25 in-city municipalities.

## Year after year

Compared to last year, 15 in-city municipalities have progressed, eight have achieved a worse result, and two have an unchanged LTI rating. Improvements in results are significant in seven municipalities. Grocka has the biggest, with a relatively low starting base, by 15 points, from 30 to 45. Palilula Beograd went from a very low score of 17 to 29, and Obrenovac from 31 to 42. Surčin already had a high score

(67), they increased it by 10 and now it is an exceptional score of 77. Palilula Niš increased the score by eight, and Medijana and Voždovac by seven points each. The rest record an increase between one and five points. Of those with a negative trend, Vračar stands out with -8 (from 34 to 26) and Niška Banja and Rakovica with -5. Rakovica, however, had an excuse – their website has not been functioning for a long time, which is why, as the TS researcher was told, the employees also have difficulties in their work.

When analyzing multi-year trends by individual municipalities, since LTI 2015, Surčin, with the exception of last year's decline, has had a stable growth (32–42–53–62–69–72–67–77). The same goes for Zvezdara (41–38–40–40–43–57–56–59).

11 municipalities have a score of 30 or lower, which remains poor even considering the (non)competencies.

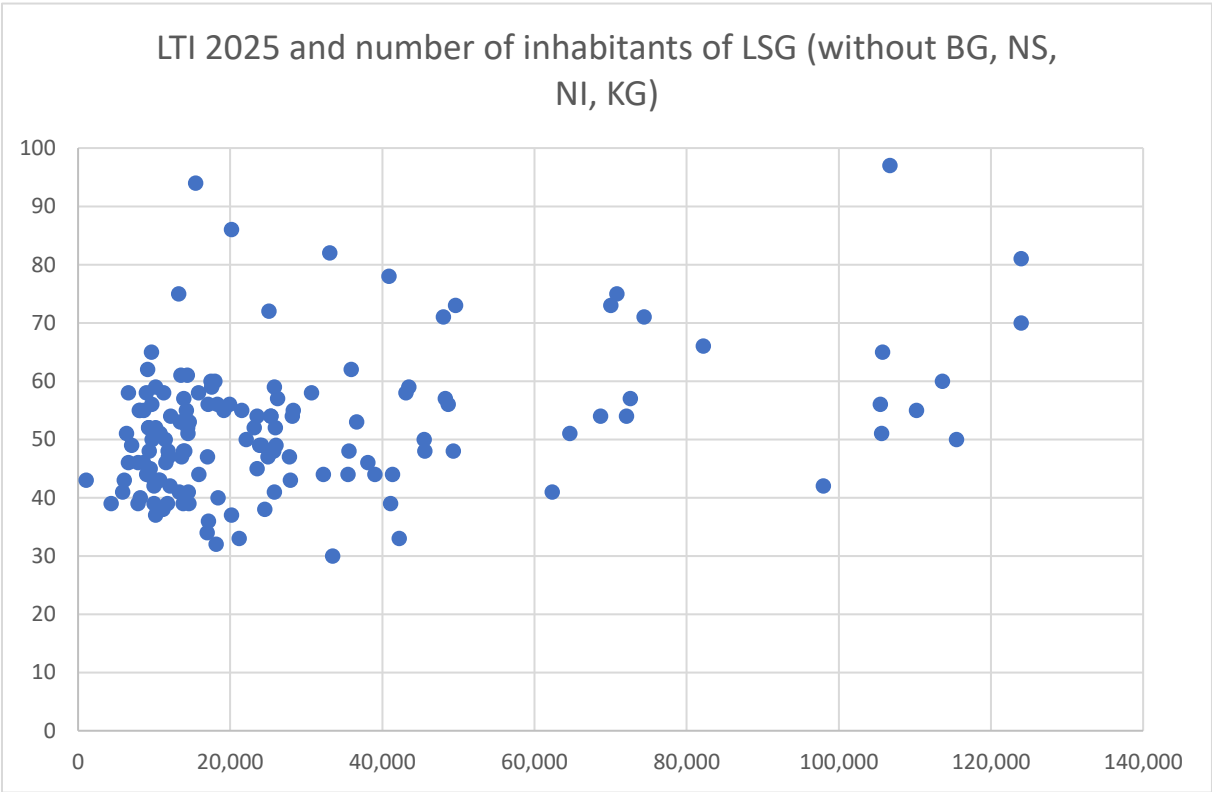
**Table no.8: LTI result of in-city municipalities, 2015-2024**

City Municipality	2015	2019	2020	2021	2022	2023	2024	2025
Barajevo	51	32	47	42	38	38	37	38
Voždovac	19	24	22	35	27	33	25	32
Vračar	48	26	24	31	22	33	34	26
Grocka	22	31	28	37	33	33	30	45
Zvezdara	41	38	40	40	43	57	56	59
Zemun	30	26	38	29	39	35	37	33
Lazarevac	37	36	36	43	36	34	32	36
Mladenovac	50	25	33	41	45	34	31	33
Novi Beograd	35	27	28	25	29	19	19	24
Obrenovac	42	38	41	35	32	34	31	42
Palilula	46	29	24	31	23	20	17	29
Rakovica	35	21	31	37	36	29	20	15
Savski venac	36	38	36	39	34	34	29	32
Sopot	21	13	20	23	16	20	24	21
Stari grad	51	23	28	35	28	29	30	30
Čukarica	47	37	32	43	43	43	46	43
Surčin	32	42	53	62	69	72	67	77
Medijana	28	25	24	21	25	26	22	29
Niška Banja	13	31	35	26	24	21	18	13
Palilula Niš	32	31	28	33	33	43	39	47
Pantelejš	25	23	39	23	28	26	25	26
Crveni krst	28	20	28	37	35	33	24	26
Vranjska banja	/	10	25	27	26	29	23	21
Kostolac	16	23	30	24	36	34	31	31
Sevojno	/	37	42	52	66	60	61	59

# LTI results in relation to the number of inhabitants, budget and capacities of local self-government units

In previous cycles, we have seen that many small municipalities, whose budget and personnel capacities are limited, manage to achieve good results in LTI evaluations, and vice versa, that some of the largest cities, in whose services and work a significantly larger number of citizens are interested, do not provide sufficient transparency. As in LTI 2024, we decided to back up these observations with concrete indicators. The graphic substantiates the finding identical to last year - the size of the municipality is not a decisive factor for the transparency of cities and municipalities, but it is not completely without significance. Namely, all cities and municipalities with more than 65,000 inhabitants, with the exception of Belgrade and Smederevo, recorded a score of more than 50 in this year's survey. The performance is also above average in the next cluster, where we could classify municipalities with between 20 and 65 thousand inhabitants according to the last census. In the category of very small municipalities (less than 20,000 people), most of them are also grouped around average values, but the number of those that receive lower scores is slightly higher than the number of municipalities that scored more than 50 points. However, it is precisely the examples from this category, where two municipalities with about 15,000 and one with 20,000 inhabitants were at the very top, with scores ranging from 75 to 94, show that some other factors have a decisive influence on recognizing the importance of transparency in the work of local self-government.

**Chart 5: Ratio of LTI 2025 achievements and the size of LSGs**

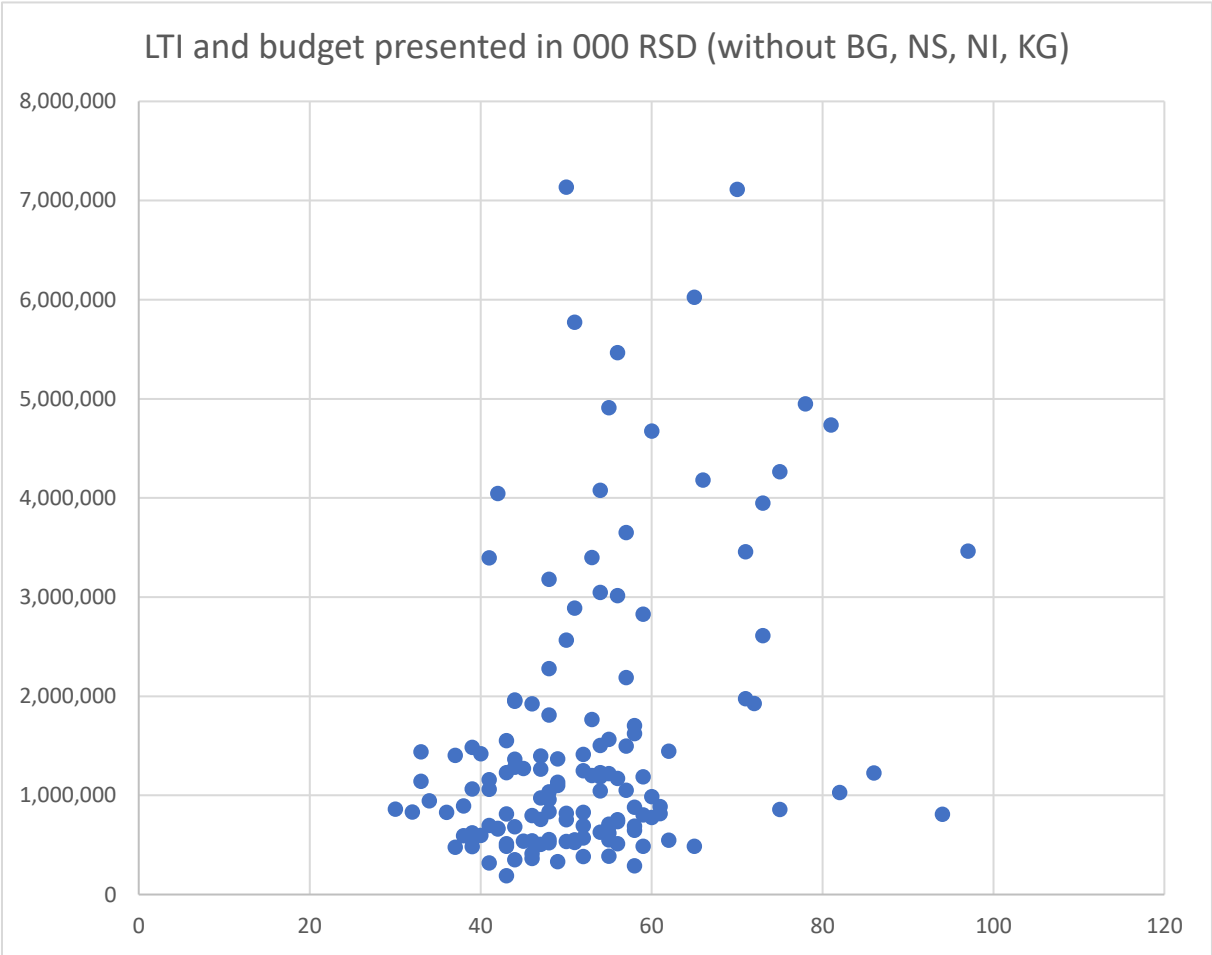


*Note: Source of data on the number of inhabitants: RZS. The four most populous cities are omitted from the graphic representation, to provide a clearer view of the other data.*

In LTI 2024, it was also determined whether there is a correlation between the transparency of local self-government units and the size of their budget. On the one hand, a larger budget could make the need for citizens to access data stronger. The budget can also indicate the capacity of local governments to meet transparency standards. It has been shown, however, that a larger budget does not necessarily entail greater responsibility for showing how money is spent.

Both LTI 2024 and LTI 2025 found a slight correlation. Local self-government units whose expenditures exceed 4 billion dinars have better-than-average results, although there are examples where a score of less than 50 has been recorded (including Belgrade, whose budget is by far the largest). Most of these cities have 60 or more points. Slightly above the average are municipalities that spent between 2 and 4 billion dinars. Poorer municipalities (less than 2 billion) are mostly grouped in the below-average zone. However, it cannot be concluded that the size of the budget has a decisive impact on the degree of transparency, because high, and even the highest ratings were recorded by some municipalities whose budget is less than 1.3 billion dinars.

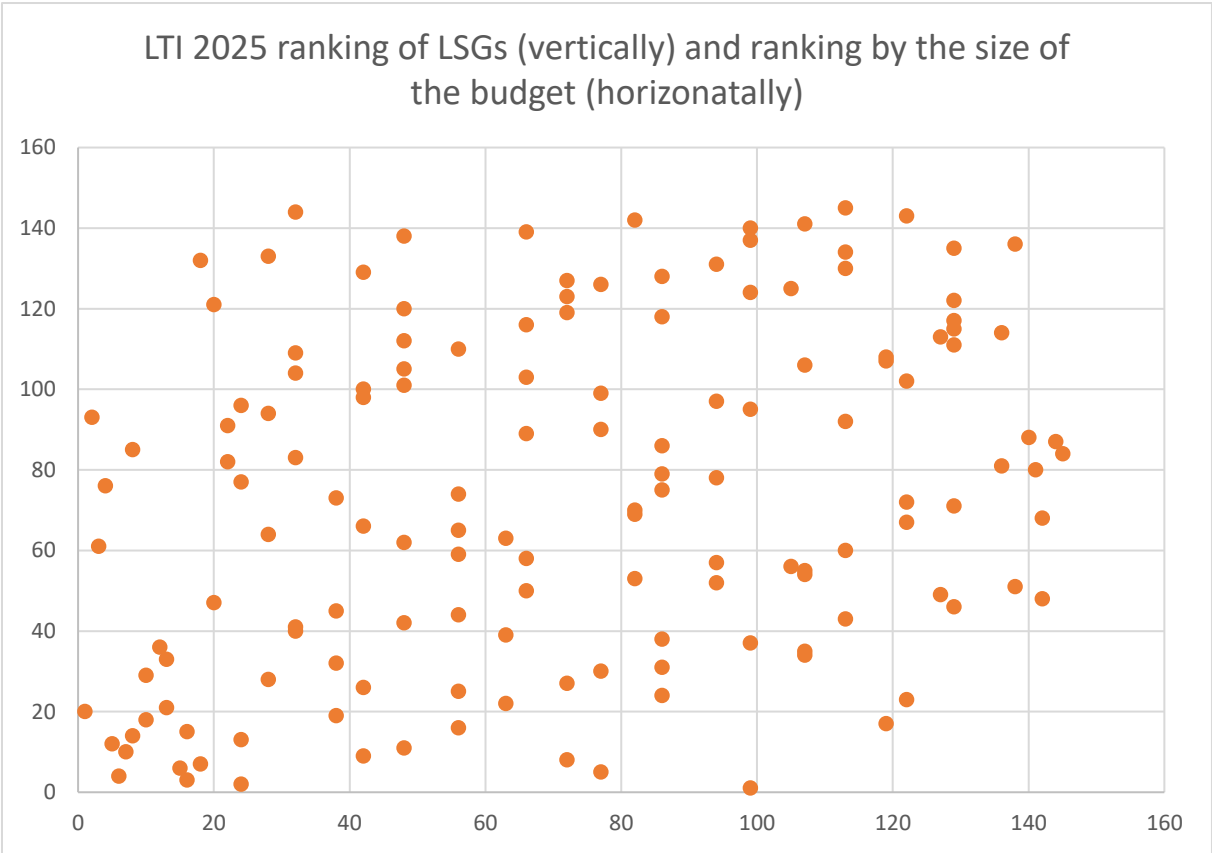
**Chart 6: Ratio of LTI 2025 achievements and public expenditures of local self-government units**



*Note: source of data on the amount of budget spending: RSJP, execution for 2022. The four cities with the largest budgets are omitted from the graphic representation, to provide a clearer view of the other data.*

The relationship between budget size and the transparency of local self-government units can be examined using a different approach, where the rank of the municipality is compared according to one and the other criterion. If we were to assume that the size of the budget affects the degree of transparency, the LSGs would be concentrated exclusively in quadrants that stretch diagonally from the lower left to the upper right corner of the graph. In practice, as can be seen, the situation is very different. A certain regularity is noticeable only when it comes to the poor placement of most municipalities from the circle of the twenty poorest. In no other grouping, not even a relative majority of LSGs are grouped in the quadrant where one would expect (e.g. for their LTI rank to be between 40th and 60th place and for their budget spending rank to be in the same segment).

**Chart 7: Ratio of LTI 2025 rank and rank of local self-government units by the amount of public expenditure**

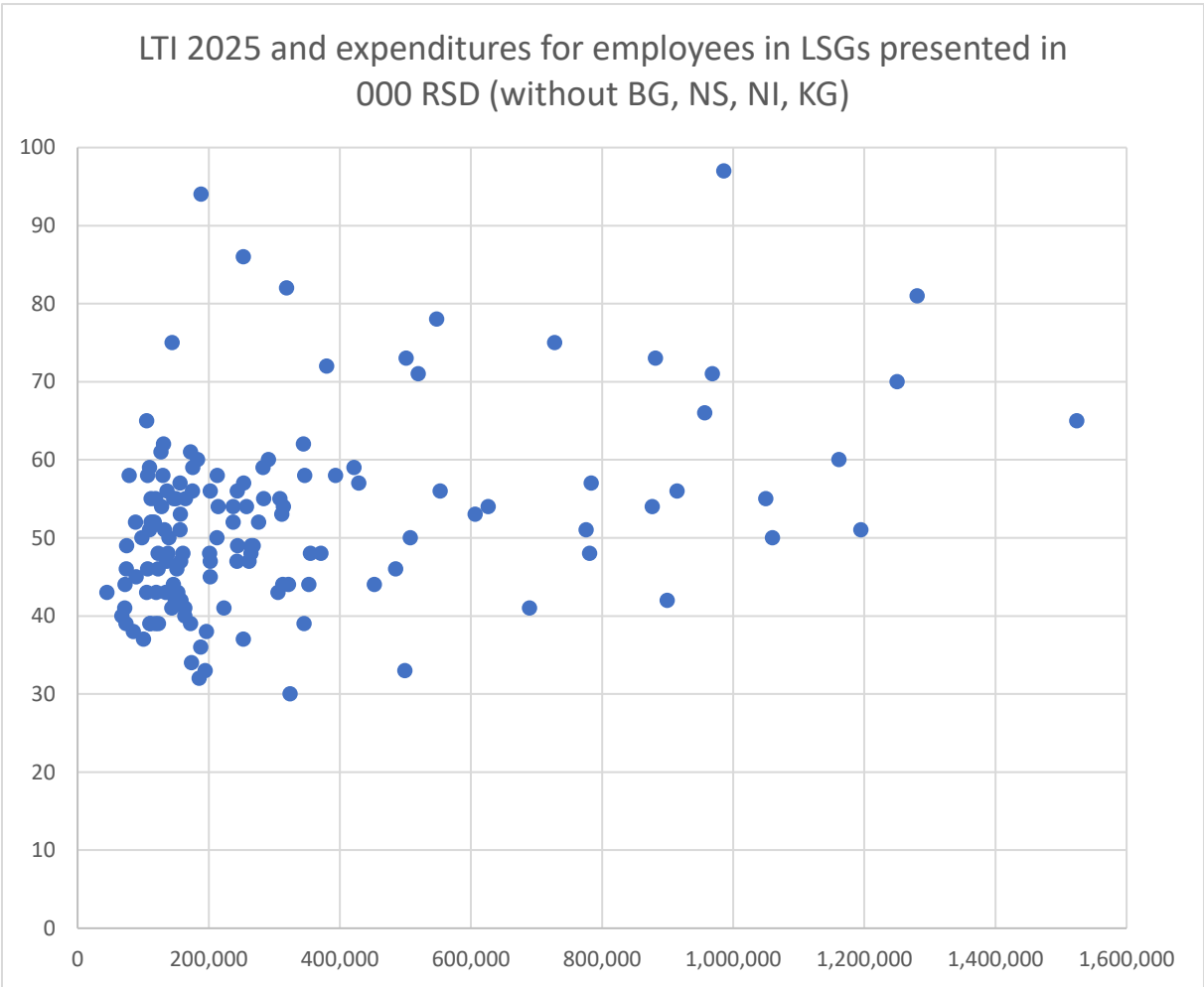


*Note: source of data on the amount of budget spending: RSJP, execution for 2022.*

Budget expenditure can be an important factor in terms of accountability, but also capacity. However, more precise data on capacities are provided by data on specific expenditures – those related to employees in local self-government units. However, the comparison in both LTI 2024 and LTI 2025 leads to similar conclusions as in previous cases. Cities that spent more than 800 million dinars a year on employees have an LTI score above 50 (with only two exceptions). The score is slightly above the average in local self-government units, which spent between 400 and 800 million dinars on employees. However, among those that spent between 200 and 400 million dinars, local self-government units with above-average and worse results are approximately equally represented, but with a significantly greater variety of results (range between 30 and 86). Only in the group of municipalities with the

lowest allocations for employees do we note that those with a lower result prevail. However, as two municipalities stand out in this category – one with almost 75 and one with a score of 94. Therefore, it is clear that the lack of capacity cannot be a reason or justification for non-transparency, although it cannot be written off as a factor that has a certain impact.

**Chart 8: Ratio of LTI 2025 achievements and expenditures for employees in administration**



*Note: source of data on the amount of expenditure for employees: RSJP, implementation of the budget for 2022. The four cities with the highest expenditures for employees are omitted from the graphic representation, to provide a clearer view of the other data.*

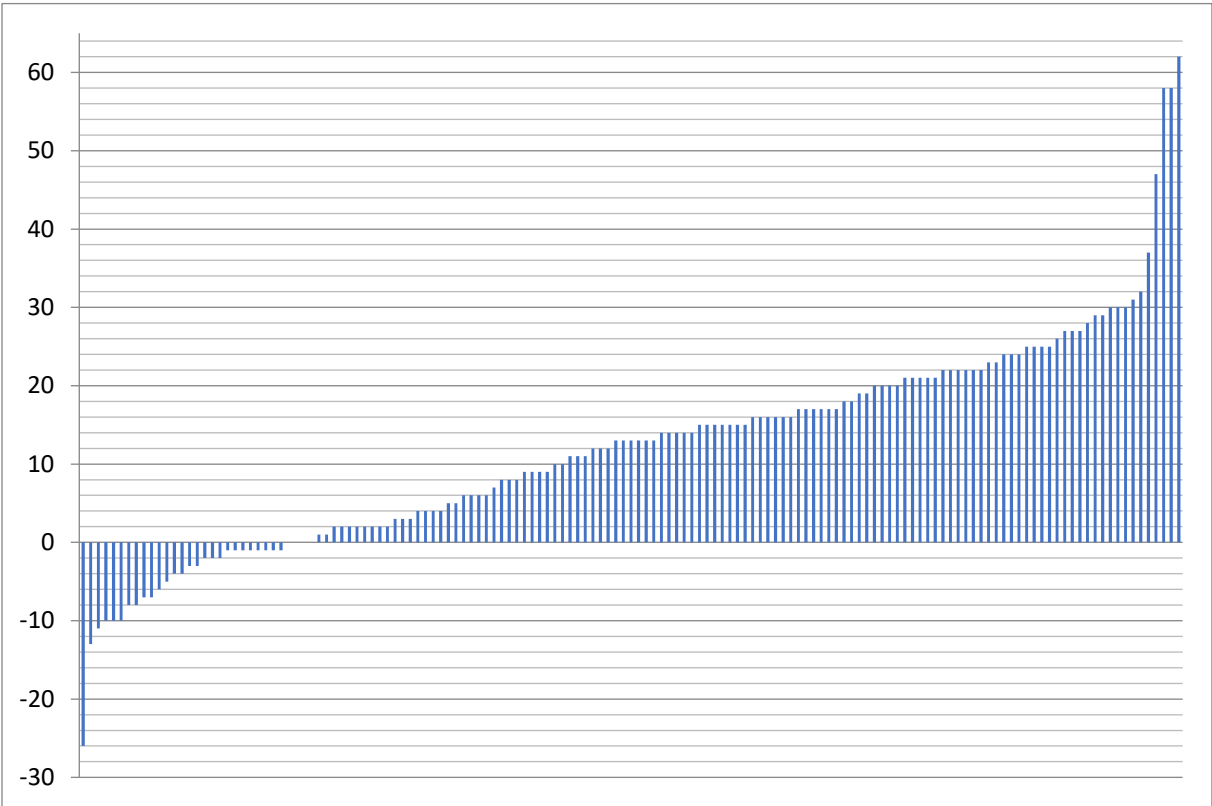
# General Trends 2015/2025

Although slow, the progress made by municipalities and cities in terms of transparency is evident over a long period of time. When comparing the LTI 2025 with those of the first survey, conducted in 2015, it is concluded that 27 LSGs (30 compared to LTI 2015-2024) have regressed the degree of their transparency over the previous decade, that in four or three cases (three compared 2015-2024) the result was identical, and that the vast majority (113 LSGs, or 78%) have progressed. On average, the score is now 12.1 points better (11.6 in LTI 2024).

It should also be noted that an increase of 1 or 2 points was observed in 10 local self-government units (out of 113 that experienced growth), while the remaining units recorded larger gains. Conversely, a decrease of 1 or 2 points was seen in 11 of the 27 local self-government units that experienced a decline in the transparency assessment.

The progress, as well as the decline, were not equal. The largest is recorded with Veliko Gradište (62), Novi Pazar and Bor (58 each). On the other hand, the decline was highest in Paraćin (26 points), which was rated as the most transparent in the first survey in 2015.

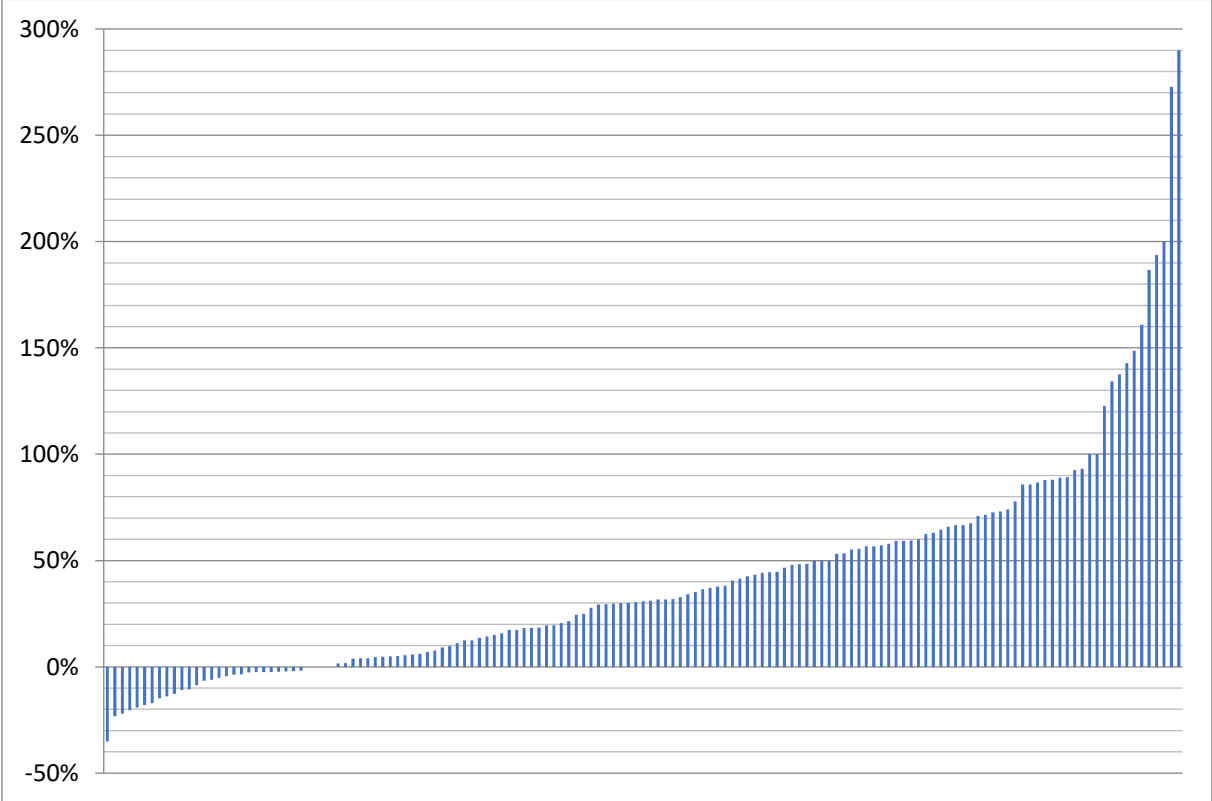
**Chart 9 : Growth or decrease of LSGs ratings on LTI in the period 2015/2025 (number of points)**



While in some cities and municipalities, the work on improving transparency started ten years ago from a solid foundation, in others the situation recorded in the first survey was significantly worse, so the room for improvement was greater. Therefore, it is interesting to look at the results through another form of comparison – the degree of relative progress, or in rarer cases, regression, for each municipality. On average, over the course of 10 years, local self-government units have improved their initial results by as much as 41%.

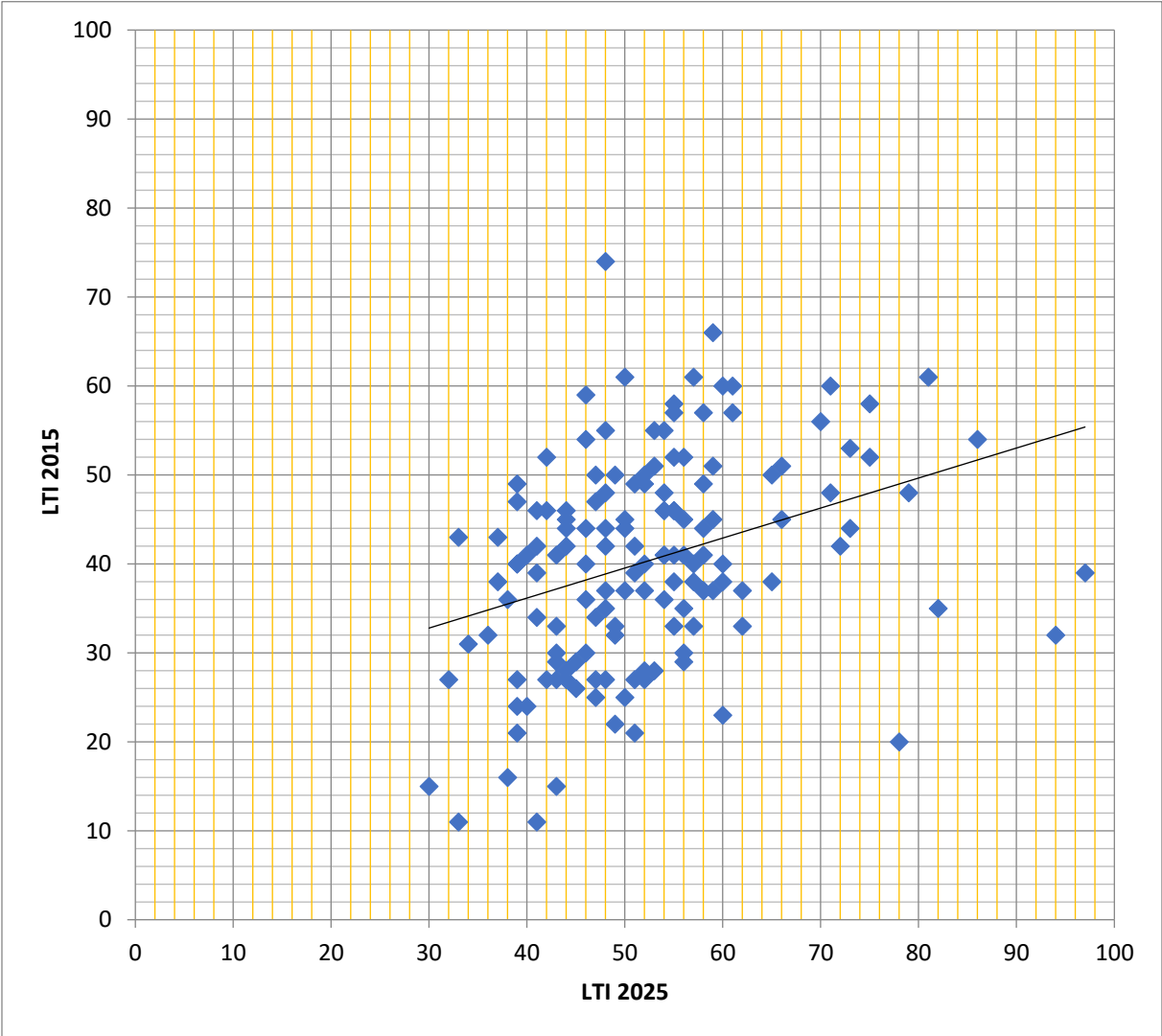
Among them are 13 local self-government units (10 in LTI 2024) that have more than doubled their initial result, and the record holder is Bor, whose current result is almost four times better than that of 2015, thanks to a low starting position of 20 and a good result (78) in LTI 2025. In relative terms, the municipality of Paraćin has regressed the most, losing 35% of the points from the initial survey, in which it was ranked first.

**Chart no. 10: Growth or decline of LSGs ratings on LTI in the period 2015/2024 (degree of relative progress of LSGs)**



When looking at the "coordinate system" of results according to the initial and latest LTI survey, it can be seen that municipalities are most often grouped around a result that is close to 50 in the current survey, with their starting position below 30 points, or close to a result of 60, with a starting position that was close to 40 points, as well as in the zone of those who are now, as almost a decade ago, around 50 points.

**Chart no. 11 Grades of local self-government units 2015 and 2025**



## Gender representation in leadership positions

Data on the representation of women and men in leading positions in local self-government are not directly related to transparency, nor are they part of the evaluation and ranking within the LTI survey. However, TS disposed with a list of managing staff in local self-government units during the research (sending letters, determining whether property declarations were submitted, etc.), and it also determined the data on the number of men and women in the position of president of the municipality or mayor and in the position of head of city or municipal administration (in local self-government units in which there is a single administration).

The analysis also includes a comparison with the representation at the time of data collection for LTI 2024 and 2023.

Mayors		
170 JLS	m	f
2025	138	32
2024	138	32
2023	147	23
<b>32 female mayors:</b>		
Cities: 5		
Municipalities: 23		
In-city municipalities: 4		

Out of 170 cities, municipalities and in-city municipalities, 32 have female mayors or presidents of municipalities, while 138 are headed by men. This is the same as last year, and slightly better than in 2023, when only 23 women were in the highest positions in local self-government units.

Of the 32 women in managerial positions, five are mayors (Užice, Smederevo, Jagodina, Loznica and Vršac), 23 are presidents of municipalities, and four are presidents of in-city municipalities.

Heads of administration			
	m	f	No head appointed
2025	71	91	8
2024	75	86	6
2023	77	84	9

The balance exists in a position that should be non-political and for which a public competition is announced, although in practice it is often known in advance who will be

appointed and with which party they are associated. This refers to the heads of administrative departments. Out of 170 local self-government units, eight of them do not have a single administration or currently do not have the head, while the remaining 162 have 91 female heads (56%) and 71 (44%) male heads of administrations.

A year earlier, the ratio was 86:75.

Women are simultaneously in the position of mayor or president of the municipality and in the position of head of administration in 16 LSGs: Apatin, Alibunar, Babušnica, Bajina Bašta, Bela Crkva, Čičevac, Ćuprija, Kovin, Novi Belgrade, Opovo, Senta, Sevojno, Surdulica, Topola, Trstenik and Varvarin.

# Selected Individual Examples of Good Practice

## Assembly and Council

- Valjevo – excellent portal e-parliament but it is impossible to find a link on the website of the city of Valjevo - <https://valjevo.eparlament.rs/>
- Novi Pazar – There is an e-Assembly - <http://www.eskupstina.novipazar.rs> All documents discussed, including minutes; deputies presented, including information on membership in working bodies. Contact form for a question to a deputy.
- Novi Bečej – a good example of publishing convocations and decisions of the Assembly in one place <https://www.novibecej.rs/index.php/o-nama/skupstina-opstine/sednice-so-nb>
- Veliko Gradište – contact with deputies <https://velikogradiste.rs/skupstina-opstina/councillors>
- Loznica – materials on the Assembly page <https://loznica.rs/sednice-skupstine-grad-loznice/> all decisions and on the page Documents - <https://loznica.rs/dokumenti/odluke-skupstine-grad-loznice/>
- Kanjiža - A good example of publishing the decisions of the Assembly - [http://www.kanjiza.rs/ujlap/site/index-sr.html?cat\\_id=47](http://www.kanjiza.rs/ujlap/site/index-sr.html?cat_id=47) Form for citizens to register for attendance at the session of the Assembly: <http://www.kanjiza.rs/ujlap/site/documents/zahtev.pdf>
- Bački Petrovac - Official Gazette with Contents, List of Published Decisions <http://www.backipetrovac.rs/dokumenti/sluzbeni-list-opstine-backi-petrovac>
- Kragujevac - A good example of publishing the decisions of the Council <https://kragujevac.ls.gov.rs/tekst/60535/akti-gradskog-veca-grad-kragujevca-saziv-2024-2028-godina.php>, and the decisions of the Assembly [of the https://kragujevac.ls.gov.rs/tekst/60412/sednice-skupstine-grad-saziv-2024-2028.php](https://kragujevac.ls.gov.rs/tekst/60412/sednice-skupstine-grad-saziv-2024-2028.php)
- Leskovac – A good example of publishing the decisions of the Assembly - <https://novi.gradleskovac.org/sednice-skupstine-grad> and the decisions of the Council - <https://novi.gradleskovac.org/sednice-gradskog-veca/>
- Mionica – Contact with deputies - <https://www.mionica.rs/about-us/so/odbornici>
- Sombor – A good example of the presence of citizens at the sessions of the Assembly - <https://www.sombor.rs/lokalna-samouprava/skupstina-grad/prisustvo-gradjana-sednicama-skupstine-grad/>
- Zrenjanin - A good example of the publication of the decisions of the Assembly - <http://www.zrenjanin.rs/sr-lat/skupstina-grad/prethodne-sednice-skupstine-grad>
- Despotovac – Minutes from the Assembly sessions and information on how individual deputies voted - <https://despotovac.ls.gov.rs/sednice-skupstine>
- Kraljevo - There is a special assembly website - <https://skupstina.kraljevo.rs/>
- Kladovo – A well-presented Assembly: <https://kladovo.org.rs/lokalna-samouprava/skupstina-opstine/>
- Sokobanja - special page for documents and adopted decisions: <https://sokobanja.ls.gov.rs/materijal-za-sednice>, <https://sokobanja.ls.gov.rs/usvojene-odluke-2>  
Explanation to citizens on how to apply for attendance at the session: <https://sokobanja.ls.gov.rs/prisustvo-gradjana>
- Užice – Assembly page with documents: <https://uzice.rs/clanci/sednice-skupstine/>
- Tutin – Contact with deputies - <http://www.tutin.rs/lokalna-samouprava/odbornici-skupstine-opstine-tutin/>

- Kruševac – Contact with deputies - <https://krusevac.ls.gov.rs/skupstina-grada/> and information on how they voted individually <https://krusevac.ls.gov.rs/sednice-skupstine/>

## Budget

- Sokobanja – Daily reports on execution: <https://sokobanja.ls.gov.rs/archives/category/realizacija-budzeta>
- Sombor – A good example – report from the public hearing, budget documentation, by year and monthly reports: <https://www.sombor.rs/dokumenti-organa-grada/budzet-grada-sombora/>
- Bačka Topola - A Citizens' Guide to the Budget - [https://www.btopola.org.rs/sites/default/files/dokumenti/budzet/2025/Gradjanski%20budzet\\_R\\_1\\_final\\_LAT.pdf](https://www.btopola.org.rs/sites/default/files/dokumenti/budzet/2025/Gradjanski%20budzet_R_1_final_LAT.pdf)
- Surčin – monthly reports [https://surcin.rs/?page\\_id=28394&d=LzlwMjU%3D&m1dll\\_index\\_get=0](https://surcin.rs/?page_id=28394&d=LzlwMjU%3D&m1dll_index_get=0)
- Ljubovija – Budget portal with all the necessary documents <http://109.92.31.60/bportal/client/documents/13>. Monthly Execution Reports: [http://109.92.31.60/bportal/client/performances/IZVESTAJ\\_8](http://109.92.31.60/bportal/client/performances/IZVESTAJ_8). and reports on the public debate on the website of the local self-government <https://www.ljubovija.rs/javneRasprBudz.php>
- Bor – Budget portal with monthly reports on [the execution](http://77.46.142.54/client/performances/IZVESTAJ_8) [http://77.46.142.54/client/performances/IZVESTAJ\\_8](http://77.46.142.54/client/performances/IZVESTAJ_8)
- Užice – Budget portal with monthly reports on implementation - [http://195.178.50.217/client/performances/IZVESTAJ\\_8](http://195.178.50.217/client/performances/IZVESTAJ_8).
- Title – Budget page with monthly execution reports (good practice discontinued in October 2024) <https://www.opstinatitel.rs/budzet-opstine/>
- Monthly reports on the implementation of the budget in the form of reports for citizens can be found at: <https://www.vranje.org.rs/fascikla/budzet/izvestavanje-gradjana-o-ostvarivanju-budzeta-2025>
- Kladovo – Public Hearing on the Budget, Monthly Reports on the Implementation <https://kladovo.org.rs/lokalna-samouprava/opstinska-uprava/odeljenje-za-budzet-i-finansije/odsek-za-budzet-i-racunovodstvo/>
- Kikinda - Reports on the implementation of the budget - <http://www.kikinda.org.rs/index.php?language=lat&page=informacije&option=budzet&level=zavrsniracun>

## LSGs and citizens

- Plandište – services provided to citizens - <https://plandiste-opstina.rs/usluge/>
- Petrovac na Mlavi – forms and information on taxes at a glance on the website: <https://www.petrovacnamlavi.rs/o-nama/lokalna-samouprava/opstinska-uprava/odeljenja/imovinsko-pravni-poslovi-privreda-i-drustvene-delatnosti/>
- Pirot – electronic database of procedures – services, with deadlines – <https://jum.pirots.rs/>
- Administrative Procedures with Description and Deadlines [http://www.bac.rs/administrativni\\_postupci](http://www.bac.rs/administrativni_postupci)
- Niš - Electronic Register of Regulations - <http://www.eservis.ni.rs/propisi/>
- Novi Kneževac - Contact details of members of the local community council on the website of the municipality - <https://www.noviknezevac.rs/samouprava/mesne-zajednice/>
- Požarevac - Corruption Reporting Mechanism - <https://pozarevac.rs/prijava-korupcije/>

- Kragujevac – Mechanism for reporting irregularities and problems - <https://kragujevac.ls.gov.rs/tekst/264/prijava-problema-upita-i-predloga.php>
- Kladovo - Contact details of the President of the Local Communities on the website of the Municipality <https://kladovo.org.rs/lokalna-samouprava/mesne-zajednice-u-opstini-kladovo/>
- Petrovac na Mlavi – Banner for reporting suspected corruption, on the homepage: <https://www.petrovacnamlavi.rs/prijavi-korupciju/>
- Reporting of Suspicion of Corruption: <http://www.zajecar.info/kontakt>
- Sombor – Very detailed information about local communities: <https://www.sombor.rs/lokalna-samouprava/mesne-zajednice/>

#### Access to information of public importance and Information Booklets

- Topola – A good Information Booklet, with deadlines for procedures (services). - <https://informator.poverenik.rs/informator?org=SZ7Wzo7W3R75Hqxoq&ch=BWvWL7BAzkWS9jdNk&code=>
- Vrnjačka Banja - A comprehensive website dedicated to submitting requests for access to information of public importance - <http://vrnjackabanja.gov.rs/dokumenta/zahtev-za-informacije-od-javnog-znacaja>

#### Public Procurement

- Sombor – a good example of a page on public procurement <https://www.sombor.rs/gradska-uprava/javne-nabavke-2/javne-nabavke-2025-godina/> with individual procurements, i.e. individual links to the Public Procurement Portal.
- A good example of a page about public procurement: <https://velikogradiste.rs/javne-nabavke-4/>
- Kladovo - A good example of a page about public procurement: <https://kladovo.org.rs/category/javne-nabavke/>
- Odžaci – a good example of a page about public procurement <https://www.odzaci.rs/> (News/Public procurement)

#### Public Enterprises and Public Institutions

- Pirot – analysis of the business of all JPs - <https://www.pirot.rs/index.php/2014-07-10-11-36-22/javnapreduzeca/n-liz-p-sl-v-nj>
- Kanjiža – Records of the election of directors: <http://www.kanjiza.rs/ujlap/site/index-sr.html?mnu=2&art=3-5-3-dokumenti-sr.html>
- Apatin – Banner on the homepage – ask the directors of public enterprises and institutions <http://www.soapatin.org/pitajte-direktore>
- Bečej – Documents of public enterprises presented on the municipality's website (election documents show a good template, but concrete examples from 2018) <http://www.becej.rs/%d0%be%d0%bf%d1%88%d1%82%d0%b8%d0%bd%d0%b0-%d0%b1%d0%b5%d1%87%d0%b5%d1%98/%d1%98%d0%b0%d0%b2%d0%bd%d0%b0-%d0%bf%d1%80%d0%b5%d0%b4%d1%83%d0%b7%d0%b5%d1%9b%d0%b0>

- Novi Pazar – Good examples – all documents on the website: <https://www.novipazar.rs/lokalna-samouprava/javna-preduzeca#rukovodstvo-5> also a page dedicated to the Commission: <http://www.eskupstina.novipazar.rs/sastav-skupstine/stalna-radna-tela#komisija-za-sprovođenje-konkursa-za-imenovanje-direktora>
- Ljubovija - Names of members of the management and supervisory boards elected by the Municipal Assembly - <http://www.ljubovija.rs/lokalna/66>
- Zrenjanin – Everything except the appointment of the director: <http://zrenjanin.rs/sr/e-uprava/javna-preduzeca/jkp-vodovod-i-kanalizacija> and <http://zrenjanin.rs/sr/e-uprava/ustanove/kulturni-centar>
- Bač – Interesting presentation of documents, including the price list of PE: [http://www.bac.rs/sr/dokumenta?field\\_godina\\_dokumenta\\_value%5Bvalue%5D%5Byear%5D=&field\\_tip\\_dokumenta\\_tid=69&title=](http://www.bac.rs/sr/dokumenta?field_godina_dokumenta_value%5Bvalue%5D%5Byear%5D=&field_tip_dokumenta_tid=69&title=)
- Bor – Number of employees in PE and JU and links: <https://bor.rs/%d0%bf%d1%80%d0%b5%d0%b4%d1%83%d0%b7%d0%b5%d1%9b%d0%b0-%d0%b8-%d1%83%d1%81%d1%82%d0%b0%d0%bd%d0%be%d0%b2%d0%b5/>
- Užice - A good example of the presentation of PE and PI on the website of the LSG: <https://uzice.rs/javne-sluzbe/jkp-vodovod/> and <https://uzice.rs/javne-sluzbe/gradski-kulturni-centar/>

## Public Debates and Public Competitions

- Babušnica – Report on the Implementation of the Association's Program - [https://www.babusnica.rs/images/dokumenti/javni\\_pozivi/2025/Izvestaj\\_OCD\\_2024.pdf](https://www.babusnica.rs/images/dokumenti/javni_pozivi/2025/Izvestaj_OCD_2024.pdf)
- Blace – Report on the implementation of media projects: [https://www.blace.org.rs/images/dokumenta/analiza\\_medijskih\\_projekata\\_2024.pdf](https://www.blace.org.rs/images/dokumenta/analiza_medijskih_projekata_2024.pdf)
- Novi Pazar – Project Financing Section: <https://www.novipazar.rs/projektno-finansiranje>
- Dimitrovgrad - A good example of a page about public debates - [https://www.dimitrovgrad.rs/javne\\_rasprave/2024](https://www.dimitrovgrad.rs/javne_rasprave/2024)
- Kragujevac – Public calls and decisions are grouped - <https://kragujevac.ls.gov.rs/tekst/2218/javni-konkursi-stipendije-pozivi.php>
- Poplar - A good example of a page about public discussions: <https://topola.rs/5893-2/>

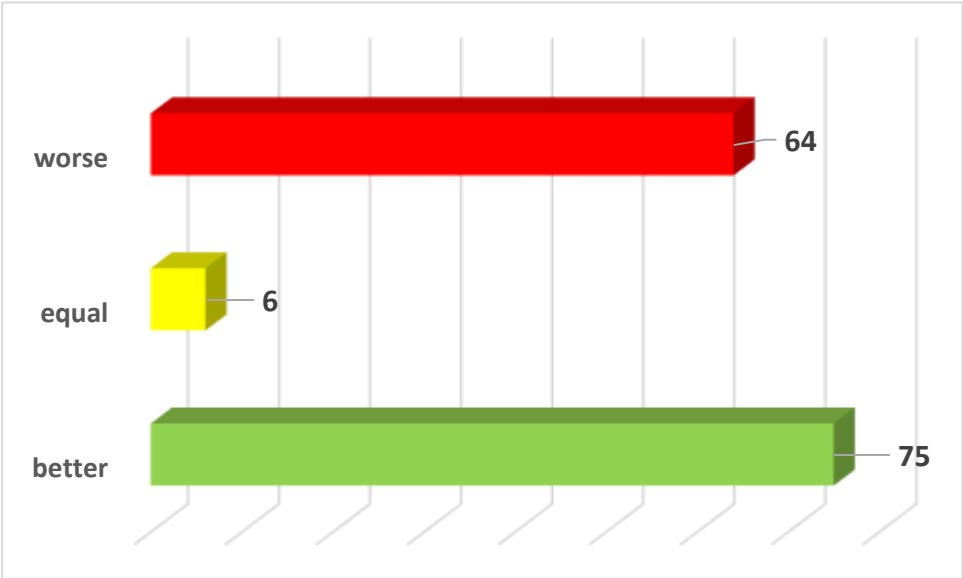
## Other questions

- Apatin – Employees in the Management Board - <https://www.soapatin.org/zaposleni>
- Pirot – Number of employees in the administration, by month: <https://www.pirot.rs/index.php/dokumenta/broj-zaposlenih-2021-cir>
- Pirot – Administration Work Plans and Reports - <https://www.pirot.rs/index.php/dokumenta/izvsh-r-du-gr-ds-upr-v>
- Kanjiža – Comprehensive data on municipal property leased: <http://www.kanjiza.rs/ujlap/site/index-sr.html?mnu=4&art=4-3-3-sr.html>
- Plandiste – a good example of records of Local Self-Government property, although there is a lack of data on tenants <https://plandiste-opstina.rs/dokumenti/>
- Bor - Data on municipal property (real estate) leased (without price information) <http://bor.rs/komunalni-poslovi/>

- Sombor – Table with data on all employees appointed -<https://www.sombor.rs/dokumenti-organa-grada/imenovana-postavljena-i-zaposlena-lica/>
- Vrbas – a special website about urbanism - <https://urbanizam.vrbas.net/> and inspection services - <https://inspekcije.vrbas.net/>
- Novi Pazar – Page dedicated to lobbying (register is empty and mistitled): <https://www.novipazar.rs/usluge/3645-registar-lobista>
- Kladovo - Number of employees (last May 2025): <https://kladovo.org.rs/lokalna-samouprava/opstinska-uprava/odeljenje-za-upravne-i-zajednicke-poslove/>
- Sokobanja – Weekly reports on the activities of the Mayor of the Municipality (relatively good practice, because all activities were not included, discontinued in May 2024) <https://sokobanja.ls.gov.rs/predsednik-opstine-skokobanja>

# Comparisons with previous LTI surveys

**Graph no. 12: Comparison of 2025 and 2024 - How many local governments achieved better, worse or the same result**



The total average LTI score for 145 LSGs in 2025 is 52 and is the same as in LTI 2024 and 2023, and higher than LTI 2022 (49), LTI 2021 (47.8) and in 2020 (46). This is a continuation of the stagnation of results, after continuous growth since the first survey in 2015 to 2023. The same score as last year has six (out of 145) cities and municipalities. A little more than half of local self-government units (75) improved their result compared to last year (in LTI 2024 there were 63), and the score worsened 64 (73 in LTI 2024).

It is difficult to find an explanation or justification for the absence of progress. The turnout for verification was higher than in the previous year, there were no elections and temporary funding, unlike last year. One possible interpretation may be that due to political tensions, the focus of local authorities has been on areas other than transparency, although transparency is at the root of the demands and protests that have been going on in Serbia since November 2024. The sustainability of transparency, regardless of "external" events and challenges, remains one of the main challenges.

The TS team's notes, taken during the research, indicate a similar situation as in previous years. Some LSGs have websites with categories such as "Public Debates" or "Competitions," but sometimes not all data is published on them (only calls, but not reports, for example). For some, they are scattered in segments such as "Documents", and for others, they have to be searched among news and current affairs. Budget portals can be an excellent source of comprehensive information, but some, however, do not publish all the information, or do not do so in a timely manner.

There are still many banners that lead to old documents, in the menus there are items that lead to individual documents.

In LTI 2025, the ranking of the top three LSGs has not changed compared to 2024. The best ranked is Novi Pazar with 97 (the same as in 2024, 94 in LTI 2023, 87 in 2022 and 78 in 2021). The second is

Veliko Gradište with 94 (88 in LTI 2024, 82 in LTI 2023, 76 in 2022 and 71 in 2021), and the third is Kanjiža with 86 (97 in LTI 2024, 81 in LTI 2023, 79 in 2022 and 83 in 2021). They are followed by Tutin with 82, Leskovac with 81, Kragujevac with 79, Bor with 78, Sombor and Sokobanja with 75 and Užice and Pirot with 73. New in the top 10 are Kragujevac (was 24th), Užice (13th) and Pirot (15th). Vranje (from 7th to 13th) and Zaječar (from 9th to 13th) dropped out from the top 10.

Of those who have made great progress, in addition to Kragujevac, we should mention Niš and Valjevo (from 48th to 16th) and Rača (from 54th to 18th). Beočin reached the 38th position from the 111th place, and Jagodina from the very bottom (136th place) to the middle of the table (72nd place).

Preševo remained at the bottom of the table, but significantly improved the score - from 9 to 30. Lebane (32 with a drop of nine points), Kovačica (33), Smederevska Palanka (also 33 with a drop of 10 points) and Lucani (34) have a score below 35.

The score was improved by 10 or more points by 11 local self-government units and four other city municipalities: Preševo (by 21 to 30), Kragujevac (by 17 to 79), Gadžin Han (by 14 to 41), Vladimirci (by 11 to 51), Rača (by 11 to 65), Novi Kneževac (by 10 to 55), Valjevo (by 10 to 66) and Niš (by 10 to 66). Of the city municipalities, there are Grocka (by 15 to 45), Palilula Beograd (by 12 to 29), Obrenovac (by 11 to 42) and Surčin (by 10 to 77).

On the other hand, the largest decline was recorded in Čačak (19, last year they had the highest growth of 12), Kruševac (13), Petrovac na Mlaci (11), Bečej, Smederevska Palanka, Negotin and Žitorađa (10 each).

These fluctuations prove once again that maintaining a good score, or improving it, is most often the result of the existence **of political priorities or the individual efforts of one or more civil servants. Regulatory procedures and independent external monitoring could help to sustain good results and support the will and efforts of stakeholders and committed officials and decision-makers.**

## Recommendations

The continued stagnation is a significant indicator that no mechanisms have been put in place to guarantee the sustainability of transparency. A possible interpretation of this year's stagnation by political tensions, and last year's elections, shows that mechanisms must be established that will not depend on external circumstances. This year, we have more than half of the local self-government units (75) that recorded an increase in LTI and another 22 that have an unchanged result or a minimal decrease (1 or two points). At the very top, they have been successfully maintaining, and even improving, the high results for several cycles of research. There are also about 20 municipalities that have stagnated in the lower part of the table for years. Therefore, any explanations or explanations for a bad score can no longer be interpreted as an unsuccessful justification in cases where there is no will to improve. Of course, there are cases where a lack of capacity affects the rating, but this reasoning cannot be applied in cases where fluctuations from year to year are recorded. All this means that, in the absence of rules, the current political (or administrative) managers and their will, capacity, priorities or support of NGOs, donors, other projects have a decisive influence on the final result and ranking of LSGs.

Experience shows that some of the LSGs that were at the top failed to maintain their position. This is not only about local self-government units that had one-off rises, followed by inexplicable falls, but also about those that had high marks for a long time, but significantly regressed, after personnel changes in the management or at the level where political decisions are made.

Therefore, the main recommendation of the TS is **unchanged compared to several previous cycles – To ensure the maintenance of the achieved level of transparency, and potentially its further growth, it is important to establish procedures through internal acts. It would also be highly beneficial to define certain obligations and/or procedures through acts at the national level.** These acts should specify the duties and responsibilities for fulfilling the prescribed tasks.

Regarding the appearance and content of local self-government websites, TS recommends that local self-government units adopt or further develop existing examples of good practice when creating new websites, while adhering to established norms. Some of these practices are presented in this report.

In LTI 2025, Transparency Serbia makes some new recommendations and repeats the recommendations from previous research cycles:

- Budget portals significantly contribute to transparency, but in some local self-government units (LSGs) they are neglected—they are either non-functional or lack essential data. TS calls on LSGs to establish budget portals wherever possible, and to maintain them regularly, ensuring all relevant documents are published.
- If no budget portal exists, a dedicated “Budget” page on the LSG website should include not only the adopted budget but also all related information and documents (even if duplicated from news or public call pages)—including periodic execution reports (monthly reports included), the final account (annual report), budget revisions, the civic budget, calls for public discussions on the budget, and reports from such discussions. These documents should, or could, be organized by year.
- TS encourages local self-governments to adopt an act clearly regulating the scope of information to be published on the municipal website, deadlines for updating this information, as well as duties and responsibilities within the administration, in order to enhance transparency and ensure sustainable progress.

- The National Anti-Corruption Strategy, adopted in July 2024, recognizes the problem of insufficient transparency in LSGs. TS calls on the Ministry of Justice and the Government to incorporate the key recommendations from this report into the Action plan for the implementation of the Strategy for the period 2026-2028, which is currently being developed.
- TS recommends that the Government of Serbia and relevant ministries promote good practices identified at the local level, both in the creation of state policies and in the work of national institutions, particularly regarding budget transparency.
- Key information on websites (about the budget, municipal assembly and council decisions, public enterprises, public calls, public procurements, etc.) needs to be systematized. Dedicated sub-sites (e.g., “skupstina.opstina.ls.gov.rs,” “skupstina.opstina.rs,” “budzet.opstina.rs,” or “urbanizam.opstina.rs”) are user-friendly for citizens and increase transparency.
- E-assembly with public access is an excellent way to enhance transparency and make all information available, including how individual councilors voted, amendments, etc. Even if public access to the e-assembly is technically unavailable, the data can be presented on a dedicated page on the website or included in official minutes. TS encourages local self-governments to implement e-assemblies.
- TS recommends that LSGs create dedicated pages on their websites for the activities of the assembly (not only presenting its powers and councilors), the mayor, and the council. These pages should contain all relevant documents and information, such as announcements of upcoming sessions with agendas and materials (including minutes of previous sessions), reports from sessions with adopted decisions, or accurate links to official gazette issues where decisions were published.
- TS recommends improving transparency of public procurements: it is necessary to systematically publish procurement data on LSG websites. Although the law currently requires only the publication of the procurement plan, it is desirable to also publish information on procurement procedures, especially those not covered by the law. Some information about this type of procurement can currently be found on the Portal (contracted value and name of the supplier), so there is a lot of room for LSGs to raise the level of transparency by publishing additional information on their websites. Another solution could be a direct link from the public procurement page on the LSG website to each individual procurement on the Public Procurement Portal (some such examples exist in the chapter "Selected individual examples of good practice"). The same applies when it comes to referring the reader to the pages of the Portal where data on the execution of the contract are displayed. In the context of the fact that public procurements are very often subject to audits by the State Audit Institution, as well as monitoring by the Office for Public Procurements, citizens may also be interested in whether a specific procurement "passed" these checks or whether some deficiencies were found;
- LSGs should group information on public calls and competitions together with the results or decisions related to them. TS strongly recommends publishing reports (and/or evaluations) on the implementation of association and media projects. This refers to association and media reports, not just tables listing supported projects from the previous year. Regarding the implementation of this recommendation, the improvement of regulations at the national level would be of great help;
- TS encourages local self-governments to broadcast assembly sessions on their websites, YouTube channels, or social media pages and to make recordings publicly available. TS supports this approach rather than paying media outlets to broadcast sessions, a mechanism occasionally used in some cases to indirectly finance certain media.
- Although centralized and unified publication of information booklets on the Commissioner’s Portal is useful, the technical solution is not adequate for displaying budgets and public procurements. TS reiterates the recommendation to the Commissioner to modify these mechanisms, and for LSGs

to include links to these documents and information on their websites or on the Open Data Portal. In addition, the deterioration of practice regarding the up-to-dateness of published informants on the work requires additional engagement (initiation of misdemeanor proceedings, supervision of the implementation of the Law) of the Commissioner, i.e. the Administrative Inspection, as soon as the conditions are met;

- LSG bodies (assembly, mayor, administration, and council) should update their information booklets on the Portal, fully respecting the guidelines issued by the Commissioner for Information of Public Importance.
- LSGs should remove outdated information booklets from their websites or clearly mark them as old versions, while providing links and notices that the up-to-date booklets are available on the Commissioner's Portal.
- LSGs should indicate in the assembly information booklets, under the section "Transparency of Work," a contact person to enable citizen attendance at sessions—not just media attendance—and clarify that the existing information also applies to citizens.
- LSGs should create a separate page for public consultations and other forms of citizen engagement (calls, materials, reports) and make it highly visible (e.g., as a menu item, banner on the homepage). This does not exclude publishing this information elsewhere on the site (news, updates, etc.).
- LSGs should make "hybrid" public debates and/or meetings a regular practice. These methods and channels (such as online debates and meetings) should be combined with in-person meetings to reach a wider audience.
- LSGs should use all available channels (social media, traditional media, direct contacts) to reach citizens and increase their participation in discussions on the budget, other acts, or projects and competitions organized by the LSGs.
- Electronic registers of administrative procedures should be introduced in all cities and municipalities, as they are helpful. Even in the digital age, local governments should consider that some citizens do not use the internet; therefore, the most important information about procedures and deadlines should also be available in service centers, or citizens should be able (with staff assistance if necessary) to access the administrative procedure register on a computer in LSG premises.
- LSGs with technical and financial capacity should establish mechanisms allowing citizens to track the progress of their cases and obtain information on complaints, appeals, and petitions. If such mechanisms are not possible, TS recommends prominently publishing email addresses or phone numbers of civil servants who can provide this information. LSGUs could seek donor support to fund this mechanism or offer citizens the opportunity, in an early stage of budget discussions, to decide whether such costs (including creating a database of administrative procedures) should be included in the budget.
- LSGs should enable citizens to report irregularities via the website and directly at LSGU premises (service centers or administrative offices), including the option to report anonymously. Procedures for handling these reports should be clearly established.
- LSGs should organize their web pages dedicated to public enterprises, communal enterprises, and public institutions. TS recommends that these pages include a section where all relevant information and documents are available. A part of this page should be dedicated to the work of the commission for selecting directors of public enterprises/communal enterprises, with all documents produced by the commission, particularly meeting minutes, published. This ensures transparency regarding how candidates were scored and rankings formed.

- LSGs should make public data on real estate they own (commercial spaces, apartments, other buildings, construction land, agricultural land), including information on users and rent amounts. This can be done by creating their own database or using data compiled for the Republic of Serbia Directorate for Property.
- All LSGs should provide a functional and reliable keyword search feature on their websites.
- All LSGs should create a lobbying page on their websites, including basic information on lobbying and a registry, even if no lobbying cases have been recorded.
- TS recommends that LSGs publish schedules (daily or weekly) of the mayor's/municipal president's activities. This should include more than promotional information and provide specific, detailed data rather than general statements such as "citizen reception day" or "ongoing obligations."
- TS reminds local self-government units that contact information for councilors and members of local community councils (email addresses, phone numbers, and time and place for regular meetings with citizens, if defined) should be published on their websites.

## Annexes

### Appendix 1. Average score per indicator

Indicator	% of the max result.
33 Is there information on the working hours of the administration with citizens available on the website or data on the phone number through which it is possible to obtain this information?	100.0%
46. Is the data on the submission of the request for free access to information on the website?	100.0%
95. Has the mayor submitted a property report?	100.0%
34. Are checklists of municipal (city) inspections published on the website?	99.3%
90. Are spatial plans and/or urban plans published on the website?	99.3%
<b>15 Is the budget for the current year available on the website? **</b>	97.9%
27. Have the financial plans of indirect budget beneficiaries been published, i.e. is the structure of funds intended for indirect beneficiaries visible?	97.9%
48. Is there a page on the website dedicated to public procurement?	97.9%
75. Does the local self-government unit regularly publish on the website an invitation for the lease of property in its ownership?	97.9%
45. The local self-government has no outstanding decisions of the Commissioner in the last year?	97.2%
70. Are the data on the number of employees in the Public Institution published on the website (or in the Information Booklet)?	94.5%
86. Is the Act on Internal Organization and Systematization of Administrative Jobs published on the website (or in the Guide)?	93.8%
77. Have there been any competitions for the allocation of funds to the media in the last 12 months?	93.1%
79. Are there any competitions for the allocation of funds to associations published on the website?	93.1%
87. Are the data on the number of employees in the LSGs published on the website (or in the Information Booklet)?	92.4%
<b>43. Did the local self-government units provide the requested information on time? **</b>	91.7%
93. Has the Integrity Plan been adopted (and has the LSGs reported on its implementation)?	91.7%

37. Is there any information on the services provided by the municipality on the website or in the Information Booklet?	91.0%
55. Is there a separate section on the website dedicated to public enterprises with data on PE?	89.7%
56. Is there a special section on the website dedicated to public institutions with data on the Public Institution?	89.7%
11. Is there a list of deputies published on the website?	89.0%
28. Does the municipal administration have a service center (counter hall) through which it provides all services?	88.3%
57. Does the observed PE have its own website?	87.6%
<b>13. Is the Official Gazette available on the website? **</b>	85.5%
72. Is the price list of services of local institutions/companies available on the website of local self-government units or PE/PI?	85.5%
16. Is the explanation of the budget available on the website?	82.8%
83. Is the current development strategy of local self-government units published on the website?	82.8%
58. Does the observed PI have its own website?	81.4%
80. Are the results of the competition (decisions) for the allocation of funds to associations published on the website?	81.4%
53. Does the Information Booklet contain information about the salaries of officials and servants (explicitly)?	80.7%
94. Has the Local Anti-Corruption Plan been adopted?	80.7%
17. Is the budget published on the website in machine-readable or searchable form?	80.0%
59. Have there been competitions for the selection of directors of public enterprises?	78.6%
60. Have there been competitions for the election of directors of public institutions?	77.2%
23. Is there a public invitation to the public debate on the budget published on the website?	74.5%
78. Have the results of the competition/decision for the allocation of funds to the media in the last 12 months been published on the website?	73.8%
25. Has the draft of the final accounts of the budget been considered and published in the last 12 months, or has the final account of the budget been adopted?	70.3%
31. Is there an option on the website for citizens to report irregularities in their work or violations of the law, including corruption?	63.4%

38. Is there a contact information on the members of the councils/presidents of local communities on the municipality's website?	60.0%
73. Is there any data on the website on public debates conducted in the last 12 months (except for the budget)?	57.9%
88. Is there a code of ethics for employees and is it available on the website?	55.9%
9 Is the agenda of the next meeting of the Assembly published on the website?	55.2%
51. Has the Information Booklet been published on the Commissioner's website or portal and updated in the last 3 months?	53.8%
21. Has the Citizens' Guide to the Budget (Citizens' Budget) been published on the website?	51.7%
66. Are the annual work plans of PE published on the website of PE or LSG?	50.3%
18. Are the 6-month and 9-month budget implementation reports available on the website?	49.7%
40. Are there defined dates for the meeting of the mayor/president of the municipality (or deputy) with the citizens?	49.7%
39. Is there a notice on the website or in the Information Booklet that citizens can attend the sessions of the Assembly and instructions on how to apply?	49.0%
61. Has the systematization of the PE been published on the website of the LSGs or on the website of the monitored PE?	46.9%
22. Was there a public debate on the budget – consultative meeting?	46.2%
24. Has the report on the public debate on the budget been published on the website?	46.2%
67. Have PE or LSGs reports been published on the PE or LSGs website?	44.1%
62. Has the systematization of the Public Institution been published on the website of the LSGs or on the website of the monitored Public Institution?	42.8%
52. Does the Information Booklet contain the current annual public procurement plan or a link to the plan?	42.1%
19. Are the 6-month and 9-month reports on the implementation of the budget published in the 6 digits of the economic classification?	40.7%
<b>1 Are the decisions adopted by the Assembly published and available on the website of the local self-government units? **</b>	39.3%
3 Are the decisions adopted by the Assembly in the last 24 months available on the website?	37.9%
26. Has the audit of the final accounts of the budget been published and considered in the last 12 months?	37.2%

54. Does the Directory contain information about the services provided by the Municipality and the deadlines for their provision or a link to the register or the place on the website where the services and deadlines are located?	36.6%
68. Are the annual work plans of public institutions published on the website of public institutions or on the website of local self-government units?	33.8%
69. Have reports on the work of public institutions been published on the website of the Public Institution or the LSG?	32.4%
30. Is there a possibility for citizens to report irregularities in the work or violation of the law, including corruption, in the service center (counter hall) or in the premises of the administration?	30.3%
50. Have you provided information on the conducted PP in the past 12 months on the website or in the Information Booklet?	30.3%
<b>49. Are there any information on the public utility company published on the website - calls/vacancies, documentation, changes, questions and answers?*</b>	29.7%
71. Are the data on the number of employees in public enterprises published on the website of the local self-government unit (or in the Information Booklet)?	28.3%
14 Are the sessions of the Assembly broadcast (or is the integral recording available) on the website of the local self-government units, the local self-government website on one of the social networks and/or the YouTube channel of the local self-government units?	26.9%
29. Are the deadlines for issuing documents and instructions visibly displayed in the service center (counter hall) or in the premises of the administration, or is it pointed out where deadlines and instructions can be found on the Internet?	24.8%
5 Have the draft acts been published on the website prior to consideration at the Assembly session?	24.1%
10 Is there an announcement of the Municipal Council/City Council on the website?	24.1%
6 Are the results of the vote at the last meeting of the Assembly published on the website?	23.4%
74. Does the report on public debates contain information on the proposals put forward by citizens and the reasons for acceptance/rejection?	23.4%
4. Are the decisions adopted by the City Council in the past 24 months available on the website?	17.9%
42. Has the municipality conducted a survey of citizens' satisfaction with users of municipal administration services in the last four years?	17.9%
2 Are the decisions adopted by the City Council made and available on the website?	17.2%
20. Are the monthly reports (or cumulative monthly reports) on the implementation of the budget available on the website?	16.6%
44. No complaints were filed against local self-government units in 2024 for failure to submit (ignoring requests) information of public importance?	14.5%

85. Has the report on the work of the Management Board for the previous year been published?	14.5%
8. Have the amendments (and explanations of the amendments) submitted to the proposed acts considered at the last session been published on the website?	13.8%
64. Have the documents from the procedure for the election of the director of the PE been published on the website of the PE or the LSG?	13.1%
12. Is there any information on the contact of citizens with councillors on the website?	12.4%
41. Are the contact details of the President of the Municipality/Mayor or Deputy with the citizens visibly available?	11.0%
32. Do all mechanisms for reporting corruption and irregularities allow anonymous reporting?	9.0%
63. Is there a website of the Commission for the Election of PE Directors on the website of the LSGs with all documents, including minutes from sessions?	6.9%
81. Are there any reports on the implementation of media projects funded by local self-government units published on the website?	6.9%
82. Are reports on the implementation of projects of associations financed by the municipality published on the website?	6.2%
7. Is there any information on how the deputies voted individually?	5.5%
35. Can a user of local government services monitor the flow (status) of cases on the website?	5.5%
65. Have the documents from the procedure for the election of the Director of the Public Institution been published on the website of the Public Institution or the Local Government Authority?	5.5%
89. Is there a record of property (real estate) owned by local self-government units that have been leased on the website, with information on tenants, price and duration of lease?	4.8%
36. Is there information on the handling of complaints, petitions and objections available on the website?	4.1%
47. Is the information on submitting a request for free access to information visible in the service center (counter hall) or in the administration premises?	4.1%
91. Is there a record of contacts with lobbyists on the website?	4.1%
92. Is there a daily or weekly schedule of activities of the mayor/president of the municipality on the website?	4.1%
76. Are reports on the allocation of property for lease published on the website?	3.4%
84. Is the annual work plan of the administration published on the website?	2.8%

## Appendix 2. Results by municipalities/cities - comparison with LTI 2025

			LTI	LTI	LTI	LTI	LTI		
	Municipality/city	LTI 2024 rank	2021	2022	2023	2024	2025	Increase 2024/2023	Increase 2024/2023 (%)
1	Novi Pazar	1	78	87	94	97	97	0	0.0%
2	Veliko Gradište	2	71	76	82	88	94	6	6.8%
3	Kanjiža	3	83	79	81	87	86	-1	-1.1%
4	Tutin	9	75	74	77	83	82	8	10.8%
5	Leskovac	4	88	85	84	82	81	-2	-2.4%
6	Kragujevac	24	75	84	79	80	79	17	27.4%
7	Bor	8	75	74	69	78	78	2	2.6%
8	Sombor	5	62	65	78	76	75	-7	-8.5%
8	Sokobanja	6	42	81	76	74	75	-5	-6.3%
10	Užice	13	33	44	62	74	73	5	7.4%
10	Pirot	15	47	69	69	73	73	6	9.0%
12	Vrnjačka Banja	15	54	50	58	70	72	5	7.5%
12	Vranje	7	62	78	75	68	71	-7	-9.0%
14	Zaječar	9	90	67	64	68	71	-3	-4.1%
15	Subotica	17	64	70	66	67	70	5	7.7%
16	Niš	48	41	65	72	67	66	10	17.9%
16	Valjevo	48	65	61	60	65	66	10	17.9%
18	Zrenjanin	27	51	52	55	65	65	4	6.6%
19	Rača	54	69	70	70	65	65	11	20.4%
19	Trstenik	32	57	56	61	64	62	2	3.3%
21	Babušnica	37	47	40	68	63	62	3	5.1%
21	Srbobran	20	61	48	63	63	61	-3	-4.7%
21	Nova Varoš	32	53	56	61	63	61	1	1.7%
21	Kruševac	11	68	65	66	62	60	-13	-17.8%
21	Kladovo	21	59	57	62	62	60	-3	-4.8%
21	Novi Sad	24	73	65	56	62	60	-2	-3.2%
27	Senta	32	48	56	59	61	60	0	0.0%
27	Vladičin Han	17	61	48	67	61	59	-6	-9.2%
27	Temerin	27	57	53	62	61	59	-2	-3.3%
30	Kosjerić	37	64	55	59	61	59	0	0.0%
30	Indija	52	44	55	56	61	59	4	7.3%
30	Bečej	13	44	59	62	60	58	-10	-14.7%
33	Aleksinac	27	54	57	62	60	58	-3	-4.9%
33	Kuršumlija	52	39	48	59	60	58	3	5.5%
33	Lapovo	56	55	50	52	60	58	5	9.4%
33	Plandište	60	55	50	56	60	58	6	11.5%

33	Mali Zvornik	60	52	40	63	59	58	6	11.5%
33	Bačka Palanka	32	39	52	56	59	57	-3	-5.0%
39	S. Mitrovica	44	49	51	55	59	57	0	0.0%
39	Bačka Topola	60	41	41	60	58	57	5	9.6%
39	Beočin	111	50	45	56	58	57	14	32.6%
39	Šabac	40	45	51	55	58	56	-2	-3.4%
43	Novi Bečej	40	55	53	46	58	56	-2	-3.4%
43	Ruma	56	55	51	59	57	56	3	5.7%
43	Despotovac	60	53	62	60	57	56	4	7.7%
43	Blace	60	49	53	57	57	56	4	7.7%
47	Arilje	60	48	49	54	57	56	4	7.7%
47	Negotin	17	40	64	57	56	55	-10	-15.4%
47	Kraljevo	21	54	48	55	56	55	-8	-12.7%
47	Topola	27	49	47	51	56	55	-6	-9.8%
47	Rekovac	40	44	59	51	56	55	-3	-5.2%
47	Raška	44	58	57	58	55	55	-2	-3.5%
53	Dimitrovgrad	60	56	51	62	55	55	3	5.8%
53	Varvarin	93	48	47	56	54	55	8	17.0%
53	Novi Kneževac	99	40	47	53	54	55	10	22.2%
53	Požarevac	24	59	59	59	53	54	-8	-12.9%
53	Knjaževac	32	39	42	52	53	54	-6	-10.0%
53	Kovin	37	36	42	51	53	54	-5	-8.5%
53	Ljubovija	44	48	55	50	53	54	-3	-5.3%
53	Loznica	56	54	49	50	52	54	1	1.9%
61	Priboj	60	38	40	49	52	54	2	3.8%
61	Ćuprija	71	55	56	61	52	54	3	5.9%
63	Čajetina	40	54	49	59	52	53	-5	-8.6%
63	Vrbas	48	61	52	58	52	53	-3	-5.4%
65	Žitište	106	47	49	55	52	53	9	20.5%
65	Petrovac na Ml.	21	43	57	53	52	52	-11	-17.5%
65	Boljevac	27	47	44	51	52	52	-9	-14.8%
65	Žabari	60	45	46	47	52	52	0	0.0%
65	Apatin	76	54	49	45	52	52	2	4.0%
70	Irig	81	51	48	45	52	52	3	6.1%
70	Krupanj	81	48	48	57	51	52	3	6.1%
70	Čačak	12	52	50	55	51	51	-19	-27.1%
70	Medveđa	76	40	45	52	51	51	1	2.0%
70	Svrljig	99	38	45	48	51	51	6	13.3%
70	Vladimirci	123	46	45	37	51	51	11	27.5%
70	Jagodina	136	53	51	50	50	51	16	45.7%
77	Bač	48	50	48	55	50	50	-6	-10.7%
77	Pančevo	81	56	53	48	50	50	1	2.0%
77	Vršac	96	44	39	47	50	50	4	8.7%
77	Žagubica	99	46	47	44	50	50	5	11.1%
77	Aleksandrovac	106	44	44	51	49	50	6	13.6%
82	Ražanj	60	45	44	58	49	49	-3	-5.8%
82	Žabalj	89	50	47	55	49	49	1	2.1%

82	Sjenica	93	45	48	51	49	49	2	4.3%
82	Požega	99	48	48	46	49	49	4	8.9%
82	Kučevo	47	55	54	44	49	48	-9	-15.8%
87	Paraćin	54	44	45	42	49	48	-6	-11.1%
87	Vlasotince	71	39	42	43	49	48	-3	-5.9%
87	Kikinda	76	40	48	49	48	48	-2	-4.0%
87	Lajkovac	76	52	40	49	48	48	-2	-4.0%
87	Bojnik	81	60	62	48	48	48	-1	-2.0%
87	Titel	106	46	57	46	48	48	4	9.1%
87	Kula	111	56	52	52	47	48	5	11.6%
94	Brus	71	39	51	50	47	47	-4	-7.8%
94	Ivanjica	76	45	41	43	47	47	-3	-6.0%
94	Odžaci	81	41	41	50	46	47	-2	-4.1%
94	Surdulica	99	34	30	47	46	47	2	4.4%
94	Merošina	119	42	45	42	46	47	6	14.6%
99	Prokuplje	56	41	53	51	45	46	-7	-13.2%
99	Beograd	89	51	53	49	45	46	-2	-4.2%
99	Bački Petrovac	99	42	39	37	45	46	1	2.2%
99	Čoka	106	49	53	52	45	46	2	4.5%
99	Golubac	106	53	57	48	45	46	2	4.5%
99	Ćićevac	111	53	37	45	45	46	3	7.0%
105	Opovo	71	42	39	42	45	45	-6	-11.8%
105	Bajina Bašta	93	49	46	42	44	45	-2	-4.3%
105	Malo Crniće	81	35	39	36	44	44	-5	-10.2%
105	Velika Plana	81	40	43	57	44	44	-5	-10.2%
105	G. Milanovac	89	33	47	48	44	44	-4	-8.3%
105	Doljevac	96	38	35	35	44	44	-2	-4.3%
105	Arandjelovac	111	52	50	44	43	44	1	2.3%
105	Prijepolje	126	30	43	41	43	44	5	12.8%
113	Šid	60	49	38	54	43	43	-9	-17.3%
113	Ljig	71	42	38	45	43	43	-8	-15.7%
113	Bosilegrad	127	52	45	44	43	43	5	13.2%
113	Mali Idoš	127	33	35	39	43	43	5	13.2%
113	Sečanj	127	36	37	38	43	43	5	13.2%
118	Crna Trava	133	38	38	46	43	43	7	19.4%
118	Smederevo	99	41	39	49	41	42	-3	-6.7%
120	Mionica	111	29	34	47	41	42	-1	-2.3%
120	Bela Palanka	133	38	47	46	41	42	6	16.7%
120	Ada	96	36	37	45	41	41	-5	-10.9%
120	Stara Pazova	119	43	47	48	40	41	0	0.0%
124	Ub	123	38	43	45	40	41	1	2.5%
124	Bela Crkva	127	38	28	40	40	41	3	7.9%
126	Gadžin Han	143	43	44	47	39	41	14	51.9%
126	Nova Crnja	111	37	41	38	38	40	-3	-7.0%
126	Pećinci	137	51	39	48	38	40	6	17.6%
126	Žitorađa	81	37	42	44	38	39	-10	-20.4%
130	Osečina	89	33	25	40	38	39	-9	-18.8%

131	Majdanpek	111	33	38	34	38	39	-4	-9.3%
131	Sremski Karlovci	119	35	22	34	37	39	-2	-4.9%
133	Knić	123	43	42	46	36	39	-1	-2.5%
133	Trgovište	137	38	37	41	36	39	5	14.7%
135	Bujanovac	143	37	43	40	36	39	10	34.5%
135	Koceljeva	132	23	43	45	35	38	1	2.7%
137	Bogatić	139	38	36	35	34	38	5	15.2%
137	Batočina	133	36	41	40	34	37	1	2.8%
137	Svilajnac	141	37	36	36	33	37	6	19.4%
140	Alibunar	127	28	33	33	33	36	-2	-5.3%
140	Lučani	139	23	37	35	31	34	1	3.0%
142	Sm. Palanka	111	38	25	32	30	33	-10	-23.3%
143	Kovačica	142	21	28	32	29	33	3	10.0%
143	Lebane	119	43	37	45	27	32	-9	-22.0%
145	Preševo	145	21	9	25	9	30	21	233.3%
	<b>In-city municipalities</b>		<b>LTI 2021</b>	<b>LTI 2022</b>	<b>LTI 2023</b>	<b>LTI 2024</b>	<b>LTI 2025</b>	<b>Increase 2025/2024</b>	<b>Increase 2025/2024 (%)</b>
1	Barajevo		42	38	38	37	38	1	2.7%
2	Voždovac		35	27	33	25	32	7	28.0%
3	Vračar		31	22	33	34	26	-8	-23.5%
4	Grocka		37	33	33	30	45	15	50.0%
5	Zvezdara		40	43	57	56	59	3	5.4%
6	Zemun		29	39	35	37	33	-4	-10.8%
7	Lazarevac		43	36	34	32	36	4	12.5%
8	Mladenovac		41	45	34	31	33	2	6.5%
9	Novi Beograd		25	29	19	19	24	5	26.3%
10	Obrenovac		35	32	34	31	42	11	35.5%
11	Palilula		31	23	20	17	29	12	70.6%
12	Rakovica		37	36	29	20	15	-5	-25.0%
13	Savski Venac		39	34	34	29	32	3	10.3%
14	Sopot		23	16	20	24	21	-3	-12.5%
15	Stari Grad		35	28	29	30	30	0	0.0%
16	Čukarica		43	43	43	46	43	-3	-6.5%
17	Surčin		62	69	72	67	77	10	14.9%
18	Medijana		21	25	26	22	29	7	31.8%
19	Niška Banja		26	24	21	18	13	-5	-27.8%
20	Palilula Niš		33	33	43	39	47	8	20.5%
21	Pantelejš		23	28	26	25	26	1	4.0%
22	Crveni Krst		37	35	33	24	26	2	8.3%
23	Vranjska Banja		27	26	29	23	21	-2	-8.7%
24	Kostolac		24	36	34	31	31	0	0.0%
25	Sevojno		52	66	60	61	59	-2	-3.3%

### LSGs whose LTI has decreased by more than 10 points since 2024

	LTI 2021	LTI 2022	LTI 2023	LTI 2024	LTI 2025	Increase 2025/2024	Increase 2025/2024 (%)
Čačak	54	50	58	70	51	-19	-27.1%
Kruševac	47	69	69	73	60	-13	-17.8%
Petrovac na Ml.	61	48	63	63	52	-11	-17.5%
Bečej	90	67	64	68	58	-10	-14.7%
Sm. Palanka	38	38	46	43	33	-10	-23.3%
Negotin	51	52	55	65	55	-10	-15.4%
Žitorađa	39	42	43	49	39	-10	-20.4%

### LSGs whose LTI has risen by more than 10 points since 2024

	LTI 2021	LTI 2022	LTI 2023	LTI 2024	LTI 2025	Increase 2025/2024	Increase 2025/2024 (%)
Preševo	21	9	25	9	30	21	233.3%
Kragujevac	68	65	66	62	79	17	27.4%
Jagodina	23	43	45	35	51	16	45.7%
Beočin	49	38	54	43	57	14	32.6%
Gadžin Han	43	37	45	27	41	14	51.9%
Vladimirci	43	47	48	40	51	11	27.5%
Rača	40	47	53	54	65	11	20.4%
Novi Kneževac	51	53	49	45	55	10	22.2%
Valjevo	49	47	51	56	66	10	17.9%
Niš	40	64	57	56	66	10	17.9%
Bujanovac	21	28	32	29	39	10	34.5%

## Appendix 3: The Best Performers by Category

### Assembly and Council

Ranking	LSG	Assembly and Council (max 16)
2	Veliko Gradište	16
1	Novi Pazar	16
3	Kanjiža	15
16	Valjevo	15
16	Niš	15
5	Leskovac	15
8	Sombor	14
6	Kragujevac	14
18	Rača	14
15	Subotica	13
24	Senta	13
13	Zaječar	13
48	Kraljevo	13
4	Tutin	13

### Budget

Ranking	LSG	Budget (max 14)
3	Kanjiža	14
2	Veliko Gradište	14
7	Bor	14
13	Zaječar	14
1	Novi Pazar	14
10	Pirot	14
56	Kovin	13
82	Žabalj	13
22	Srbobran	13
38	Sremska Mitrovica	13
56	Ljubovija	13
66	Žabari	13
6	Kragujevac	13
22	Nova Varoš	13
10	Užice	13
12	Vrnjačka Banja	13
20	Trstenik	13

32	Aleksinac	13
82	Ražanj	13
42	Blace	13
32	Kuršumlija	13
5	Leskovac	13
13	Vranje	13

### Free access to information

LSG	Free access to information (max 6)
Bačka Topola	5
Sečanj	5
Novi Kneževac	5
Senta	5
Čoka	5
Sombor	5
Bečej	5
Temerin	5
Titel	5
Krupanj	5
Valjevo	5
Ub	5
Veliko Gradište	5
Žagubica	5
Kragujevac	5
Rekovac	5
Jagodina	5
Majdanpek	5
Kosjerić	5
Novi Pazar	5
Ražanj	5
Babušnica	5
Dimitrovgrad	5
Leskovac	5

## LSGs and citizens

Ranking	LSG	LSG and citizens (max 15)
1	Novi Pazar	15
7	Bor	12
5	Leskovac	12
8	Sombor	11
63	Vrbas	11
2	Veliko Gradište	11
24	Kladovo	11
10	Užice	11

## Public Enterprises and Public Institutions

Ranking	LSG	Public enterprises and public institutions (max 18)
3	Kanjiža	18
2	Veliko Gradište	18
1	Novi Pazar	18
4	Tutin	17
6	Kragujevac	16
8	Sokobanja	16
15	Subotica	15
32	Mali Zvornik	15
10	Užice	15
48	Raška	15
5	Leskovac	15

## Public Debates and Public Competitions

Ranking	LSG	Public debates and public competitions (max 10)
2	Veliko Gradište	10
1	Novi Pazar	10
3	Kanjiža	9
18	Zrenjanin	8
6	Kragujevac	8
18	Rača	8
42	Arilje	8
42	Blace	8
20	Babušnica	8

## Annex 4. LTI indicators - comparison of 2025 with 2024

Indicators	% max LTI estimates 2022	% max LTI estimates 2023	% max LTI estimates 2024	% max LTI estimates 2025	Increase %	% improvement
33 Is there information on the working hours of the administration with citizens available on the website or data on the phone number through which it is possible to obtain this information?	93.1%	100.0%	100.0%	100.0%	0.0%	0.0%
46. Is the data on the submission of the request for free access to information on the website?	95.9%	100.0%	100.0%	100.0%	0.0%	0.0%
95. Has the mayor submitted a property report?	99.3%	97.9%	84.8%	100.0%	15.2%	17.9%
34. Are checklists of municipal (city) inspections published on the website?	94.5%	95.9%	97.2%	99.3%	2.1%	2.1%
90. Are spatial plans and/or urban plans published on the website?	97.2%	99.3%	98.6%	99.3%	0.7%	0.7%
<b>15 Is the budget for the current year available on the website? **</b>	93.1%	97.9%	94.5%	97.9%	3.4%	3.6%
27. Have the financial plans of indirect budget beneficiaries been published, i.e. is the structure of funds intended for indirect beneficiaries visible?	89.7%	95.2%	89.7%	97.9%	8.3%	9.2%
48. Is there a page on the website dedicated to public procurement?	99.3%	96.6%	96.6%	97.9%	1.4%	1.4%
75. Does the local self-government unit regularly publish on the website an invitation for the lease of property in its ownership?	97.9%	94.5%	95.2%	97.9%	2.8%	2.9%
45. The local government has no outstanding decisions of the Commissioner in 2022?	85.5%	93.8%	93.8%	97.2%	3.4%	3.7%
70. Are the data on the number of employees in the Public Institution published	89.7%	63.4%	82.1%	94.5%	12.4%	15.1%

on the website (or in the LSGs Information Booklet)?						
86. Is the Act on Internal Organization and Systematization of Administrative Jobs published on the website (or in the Information Booklet)?	64.1%	91.0%	90.3%	93.8%	3.4%	3.8%
77. Have there been any competitions for the allocation of funds to the media in the last 12 months?	81.4%	82.1%	85.5%	93.1%	7.6%	8.9%
79. Are there any competitions for the allocation of funds to associations published on the website?	85.5%	86.9%	86.9%	93.1%	6.2%	7.1%
87. Are the data on the number of employees in the LSGs published on the website (or in the Information Booklet)?	96.6%	83.4%	72.4%	92.4%	20.0%	27.6%
<b>43. Did the local self-government units provide the requested information on time? **</b>	76.6%	74.5%	86.2%	91.7%	5.5%	6.4%
93. Has the Integrity Plan (Phase II of the Third Cycle) been adopted?	17.2%	93.8%	93.8%	91.7%	-2.1%	-2.2%
37. Is there any information on the services provided by the municipality on the website or in the Information Booklet?	77.9%	96.6%	96.6%	91.0%	-5.5%	-5.7%
55. Is there a separate section on the website dedicated to public enterprises with data on PE?	89.7%	89.0%	87.6%	89.7%	2.1%	2.4%
56. Is there a special section on the website dedicated to public institutions with data on the Public Institution?	89.7%	88.3%	89.0%	89.7%	0.7%	0.8%
11. Is there a list of deputies published on the website?	91.7%	91.0%	92.4%	89.0%	-3.4%	-3.7%
28. Does the municipal administration have a service center (counter hall) through which it provides all services?	81.4%	85.5%	84.8%	88.3%	3.4%	4.1%
57. Does the observed PE have its own website?	84.8%	84.1%	85.5%	87.6%	2.1%	2.4%

<b>13. Is the Official Gazette available on the website? **</b>	81.4%	83.4%	83.4%	85.5%	2.1%	2.5%
72. Is the price list of services of local institutions/companies available on the website of local self-government units or PE/PI?	73.1%	79.3%	81.4%	85.5%	4.1%	5.1%
16. Is the explanation of the budget available on the website?	68.3%	72.4%	73.8%	82.8%	9.0%	12.1%
83. Is the current development strategy of local self-government units published on the website?	56.6%	73.1%	76.6%	82.8%	6.2%	8.1%
58. Does the observed PI have its own website?	73.8%	75.9%	77.2%	81.4%	4.1%	5.4%
80. Are the results of the competition (decisions) for the allocation of funds to associations published on the website?	72.4%	74.5%	76.6%	81.4%	4.8%	6.3%
53. Does the Information Booklet contain information about the salaries of officials and servants (explicitly)?	69.0%	91.7%	93.1%	80.7%	-12.4%	-13.3%
94. Has the Local Anti-Corruption Plan been adopted, fully or partially in accordance with the APC model?	73.8%	77.9%	80.0%	80.7%	0.7%	0.9%
17. Is the budget published on the website in machine-readable or searchable form?	79.3%	80.0%	77.2%	80.0%	2.8%	3.6%
59. Have there been competitions for the selection of directors of public enterprises?	71.0%	79.3%	73.8%	78.6%	4.8%	6.5%
60. Has there been a competition for the election of directors of public institutions?	60.0%	64.8%	69.0%	77.2%	8.3%	12.0%
23. Is there a public invitation to the public debate on the budget published on the website?	72.4%	72.4%	59.3%	74.5%	15.2%	25.6%
78. Have the results of the competition/decision for the allocation of funds to the media in the last 12 months	69.7%	75.2%	68.3%	73.8%	5.5%	8.1%

been published on the website?						
25. Has the draft of the final accounts of the budget been considered and published in the last 12 months, or has the final account of the budget been adopted?	52.4%	61.4%	67.6%	70.3%	2.8%	4.1%
31. Is there an option on the website for citizens to report irregularities in their work or violations of the law, including corruption?	54.5%	49.7%	55.2%	63.4%	8.3%	15.0%
38. Is there a contact information on the members of the councils/presidents of local communities on the municipality's website?	66.2%	62.1%	57.9%	60.0%	2.1%	3.6%
73. Is there any data on the website on public debates conducted in the last 12 months (except for the budget)?	71.7%	66.2%	71.0%	57.9%	-13.1%	-18.4%
88. Is there a code of ethics for employees and is it available on the website?	49.0%	58.6%	59.3%	55.9%	-3.4%	-5.8%
9 Is the agenda of the next meeting of the Assembly published on the website?	46.9%	53.1%	56.6%	55.2%	-1.4%	-2.4%
51. Has the Information Booklet been published on the Commissioner's website or portal and updated in the last 3 months?	41.4%	73.8%	90.3%	53.8%	-36.6%	-40.5%
21. Has the Citizens' Guide to the Budget (Citizens' Budget) been published on the website?	56.6%	58.6%	47.6%	51.7%	4.1%	8.7%
66. Are the annual work plans of PE published on the website of PE or LSG?	46.2%	50.3%	49.0%	50.3%	1.4%	2.8%
18. Are the 6-month and 9-month budget implementation reports available on the website?	39.3%	44.8%	47.6%	49.7%	2.1%	4.3%
40. Are there defined dates for the meeting of the mayor/president of the municipality (or deputy) with the citizens?	46.2%	40.0%	40.7%	49.7%	9.0%	22.0%

39. Is there a notice on the website or in the Information Booklet that citizens can attend the sessions of the Assembly and instructions on how to apply?	42.1%	48.3%	49.7%	49.0%	-0.7%	-1.4%
61. Has the systematization of the PE been published on the website of the LSGs or on the website of the monitored PE?	26.9%	40.0%	44.1%	46.9%	2.8%	6.3%
22. Was there a public debate on the budget – citizen surveys or consultative gatherings?	55.2%	73.1%	60.0%	46.2%	-13.8%	-23.0%
24. Has the report on the public debate on the budget been published on the website?	33.8%	46.2%	40.0%	46.2%	6.2%	15.5%
67. Have PE or LSGs reports been published on the PE or LSGs website?	42.1%	44.1%	44.8%	44.1%	-0.7%	-1.5%
62. Has the systematization of the Public Institution been published on the website of the LSGs or on the website of the monitored Public Institution?	19.3%	33.1%	40.7%	42.8%	2.1%	5.1%
52. Does the Information Booklet contain the current annual public procurement plan or a link to the plan?	35.9%	67.6%	55.9%	42.1%	-13.8%	-24.7%
19. Are the 6-month and 9-month reports on the implementation of the budget published in the 6 digits of the economic classification?	26.2%	35.9%	41.4%	40.7%	-0.7%	-1.7%
<b>1 Are the decisions adopted by the Assembly published and available on the website of the local self-government units? **</b>	35.2%	46.2%	44.1%	39.3%	-4.8%	-10.9%
3 Are the decisions adopted by the Assembly in the last 24 months available on the website?	30.3%	46.9%	41.4%	37.9%	-3.4%	-8.3%
26. Has the audit of the final accounts of the budget been published and considered in the last 12 months?	24.1%	33.8%	31.0%	37.2%	6.2%	20.0%

54. Does the Information Booklet contain information about the services provided by the Municipality and the deadlines for their provision or a link to the register or the place on the website where the services and deadlines are located?	20.7%	60.0%	55.2%	36.6%	-18.6%	-33.8%
68. Are the annual work plans of public institutions published on the website of public institutions or on the website of local self-government units?	17.9%	26.2%	29.0%	33.8%	4.8%	16.7%
69. Have reports on the work of public institutions been published on the website of the Public Institution or the LSG?	17.2%	24.8%	26.9%	32.4%	5.5%	20.5%
30. Is there a possibility for citizens to report irregularities in the work or violation of the law, including corruption, in the service center (counter hall) or in the premises of the administration?	64.8%	26.2%	22.8%	30.3%	7.6%	33.3%
50. Have you provided information on the conducted PP in the past 12 months on the website or in the Information Booklet?	65.5%	72.4%	64.8%	30.3%	-34.5%	-53.2%
<b>49. Are there any information on the public utility company published on the website - calls/vacancies, documentation, changes, questions and answers?*</b>	62.8%	40.0%	37.2%	29.7%	-7.6%	-20.4%
71. Are the data on the number of employees in public enterprises published on the website of the local self-government unit (or in the local self-government Information Booklet)?	21.4%	52.4%	42.8%	28.3%	-14.5%	-33.9%
14 Are the sessions of the Assembly broadcast (or is the integral recording available) on the website of the local	49.7%	22.8%	19.3%	26.9%	7.6%	39.3%

self-government units, the local self-government website on one of the social networks and/or the YouTube channel of the local self-government units?						
29. Are the deadlines for issuing documents and instructions visibly displayed in the service center (counter hall) or in the premises of the administration, or is it pointed out where deadlines and instructions can be found on the Internet?	21.4%	19.3%	19.3%	24.8%	5.5%	28.6%
5 Have the draft acts been published on the website prior to consideration at the Assembly session?	24.1%	29.7%	23.4%	24.1%	0.7%	2.9%
10 Is there an announcement of the Municipal Council/City Council sessions on the website?	21.4%	24.1%	27.6%	24.1%	-3.4%	-12.5%
6 Are the results of the vote at the last meeting of the Assembly published on the website?	17.9%	22.8%	20.0%	23.4%	3.4%	17.2%
74. Does the report on public debates contain information on the proposals put forward by citizens and the reasons for acceptance/rejection?	26.2%	30.3%	34.5%	23.4%	-11.0%	-32.0%
4. Are the decisions adopted by the City Council in the past 24 months available on the website?	12.4%	26.9%	20.7%	17.9%	-2.8%	-13.3%
42. Has the municipality conducted a survey of citizens' satisfaction with users of municipal administration services in the last four years?	20.0%	23.4%	13.8%	17.9%	4.1%	30.0%
2 Are the decisions adopted by the City Council made and available on the website?	14.5%	26.9%	21.4%	17.2%	-4.1%	-19.4%
20. Are the monthly reports (or cumulative monthly reports) on the implementation of the	11.0%	15.2%	13.8%	16.6%	2.8%	20.0%

budget available on the website?						
44. No complaints were filed against local self-government units in 2022 for failure to submit (ignore requests) information of public importance?	23.4%	6.2%	6.2%	14.5%	8.3%	133.3%
85. Has the report on the work of the Management Board for the previous year been published?	17.2%	17.2%	9.7%	14.5%	4.8%	50.0%
8 Have the amendments (and explanations of the amendments) submitted to the proposed acts considered at the last session been published on the website?	9.0%	9.0%	9.0%	13.8%	4.8%	53.8%
64. Have the documents from the procedure for the election of the director of the PE been published on the website of the PE or the LSG?	17.2%	16.6%	17.2%	13.1%	-4.1%	-24.0%
12. Is there any information on the contact of citizens with councillors on the website?	15.2%	15.9%	13.1%	12.4%	-0.7%	-5.3%
41. Are the publicly visible data on the schedule when the mayor or deputy receives citizens available?	28.3%	9.0%	6.9%	11.0%	4.1%	60.0%
32. Do all mechanisms for reporting corruption and irregularities allow anonymous reporting?	12.4%	3.4%	15.2%	9.0%	-6.2%	-40.9%
63. Is there a website of the Commission for the Election of PE Directors on the website of the LSGs with all documents, including minutes from sessions?	7.6%	5.5%	5.5%	6.9%	1.4%	25.0%
81. Are there any reports on the implementation of media projects funded by local self-government units published on the website?	7.6%	4.1%	8.3%	6.9%	-1.4%	-16.7%
82. Are reports on the implementation of projects of associations financed by	8.3%	5.5%	7.6%	6.2%	-1.4%	-18.2%

the municipality published on the website?						
7. Is there any information on how the deputies voted individually?	0.7%	4.1%	5.5%	5.5%	0.0%	0.0%
35. Can a user of local government services monitor the flow (status) of cases on the website?	11.0%	5.5%	8.3%	5.5%	-2.8%	-33.3%
65. Have the documents from the procedure for the election of the Director of the Public Institution been published on the website of the Public Institution or the Local Government Authority?	9.7%	5.5%	7.6%	5.5%	-2.1%	-27.3%
89. Is there a record of property (real estate) owned by local self-government units that have been leased on the website, with information on tenants, price and duration of lease?	6.9%	2.8%	6.9%	4.8%	-2.1%	-30.0%
36. Is there information on the handling of complaints, petitions and objections available on the website?	6.9%	6.2%	3.4%	4.1%	0.7%	20.0%
47. Is the information on submitting a request for free access to information visible in the service center (counter hall) or in the administration premises?	4.1%	4.1%	4.1%	4.1%	0.0%	0.0%
91. Is there a record of contacts with lobbyists on the website?	3.4%	4.1%	3.4%	4.1%	0.7%	20.0%
92. Is there a daily or weekly schedule of activities of the mayor/president of the municipality on the website?	4.1%	2.8%	3.4%	4.1%	0.7%	20.0%
76. Are reports on the allocation of property for lease published on the website?	26.2%	5.5%	6.2%	3.4%	-2.8%	-44.4%
84. Is the annual work plan of the administration published on the website?	6.9%	3.4%	1.4%	2.8%	1.4%	100.0%

## List of indicators used in LTI surveys 2015, 2017, 2019, 2020, 2021-2025

Indicators	2021, 2022, 2023, 2024 and 2025	2020	2019	2017	2015
1. Are the decisions adopted by the Assembly published and available on the website? **					
2. Have the decisions adopted by the City Council been made and available on the website?					/
3. Are the decisions adopted by the Assembly in the past 24 months available on the website?					
4. Are the decisions adopted by the City Council in the past 24 months available on the website?					/
5. Have the draft acts been published on the website prior to consideration at the Assembly session?					
6. Are the results of voting at the last session of the Assembly published on the website?					
7. Is there any information on how the deputies voted individually?				/	/
Do you have the results of the last 24 months of voting on the website?	/				
8. Have the amendments (and explanations of the amendments) submitted to the proposed acts considered at the last sitting been published on the website?					
Is there a list of the amendments on the website?	/			/	/
9. Is the agenda of the next session of the Assembly published on the website?					
10. Are there any announcements of the sessions of the municipal/city council on the website of the local self-government units?		/	/	/	/
11. Is there a list of deputies published on the website?					
12. Is there any information on the contact of citizens with deputies on the website?					

13. Is the Official Gazette available on the website? **					
Is there a time limit for public questions to the Mayor/President of the Municipality and/or the City Council set by the Rules of Procedure?	/				
14 Are the sessions of the Assembly broadcast (or is the integral recording available) on the website of the local self-government units, the local self-government website on one of the social networks and/or the YouTube channel of the local self-government units?					
15. Is the budget for the current year available on the website? **					
Is the budget published in six digits of the economic classification?	/	/	/	/	
16. Is the explanation of the budget available on the website?					
17. Is the budget published on the website in machine-readable or searchable form?				/	/
18. Are the 6-month and 9-month budget implementation reports available on the website?					/
19. Are the 6-month and 9-month reports on the implementation of the budget published in the 6 digits of the economic classification?					
Is the data on the implementation of the budget in the last quarter available on the website?	/	/	/	/	
Has the data on the implementation of the budget been updated in the last 30 days and is available on the website?	/	/	/	/	
20. Are the monthly reports (or cumulative monthly reports) on the implementation of the budget available on the website?					/
21. Has the Citizens' Guide to the Budget (Citizens' Budget) been published on the website?					
22. Was there a public debate on the budget – citizen surveys or consultative gatherings?					
23. Is there a public invitation to the public debate on the budget published on the website?					
24. Has the report on the public debate on the budget been published on the website?					
25. Has the draft of the final accounts of the budget been considered and published in the last 12 months, or has the final account of the budget been adopted?		/	/	/	/

Have you published a draft of the final accounts or adopted the final accounts in the last 12 months?	/				
26. Has the audit of the final accounts of the budget been considered and published in the last 12 months?					
27. Have the financial plans of indirect budget beneficiaries been published, i.e. is the structure of funds intended for indirect beneficiaries visible?					
28. Does the municipal administration have a service center (counter hall) through which it provides all services?					
29. Are the deadlines for issuing documents and instructions visibly displayed in the service center (counter hall) or in the premises of the administration, or is it pointed out where deadlines and instructions can be found on the internet?					
Is there any information in the service center (counter room) or in the premises of the administration office?	/				
30. Is there a possibility for citizens to report irregularities in the work or violation of the law, including corruption, in the service center (counter hall) or in the premises of the administration?					
Is there a mechanism for reporting corruption on the site?	/				
31. Is there an option on the website for citizens to report irregularities in their work or violations of the law, including corruption?					
32. Do all mechanisms for reporting corruption and irregularities allow anonymous reporting?				/	/
33. Is there information on the working hours of the administration with citizens available on the website or data on the phone number through which it is possible to obtain this information?					
34. Are checklists of municipal (city) inspections published on the website?				/	/
35. Can a user of local government services monitor the flow (status) of cases on the website?					
36. Is there information on the handling of complaints, petitions and objections available on the website?					
37. Is there any information on the services provided by the municipality on the website or in the Information Booklet?		/	/	/	/
38. Is there a contact information on the members of the councils/presidents of local communities on the municipality's website?					

39. Is there a notice on the website or in the Information Booklet that citizens can attend the sessions of the Assembly and instructions on how to apply?					/
Is it possible for members of the public to attend sessions?	/	/	/	/	
40. Are there defined dates for the meeting of the mayor/president of the municipality (or deputy) with the citizens?					
41. Are the contact details of the President of the Municipality/Mayor or Deputy with the citizens visibly available?					
Are there regular press conferences (at least once a month) for the President/Mayor?	/				
42. Has the municipality conducted a survey of citizens' satisfaction with users of municipal administration services in the last four years?					
43. Did the local self-government units provide the requested information on time? **				/	/
44. No complaints were filed against local self-government units in 2022 for failure to submit (ignore requests) information of public importance?					
45. The local government has no outstanding decisions of the Commissioner in 2022?					
46. Is the data on the submission of the request for free access to information on the website?					
47. Is the information on submitting a request for free access to information visible in the service center (counter hall) or in the administration premises?					
48. Is there a page on the website dedicated to public procurement?					
49. Are the data on public procurement published on the website - calls/competitions, documentation, amendments, questions and answers? **					
50. Have you provided information on the conducted PP in the past 12 months on the website or in the Information Booklet?					
51. Has the Information Booklet been published on the Commissioner's website or portal and updated in the last 3 months?					
52. Does the Information Booklet contain the current annual public procurement plan or a link to the plan?					
53. Does the Information Booklet contain information about the salaries of officials and servants (explicitly)?					

Does the Information Booklet contain the regulations on officials' salaries?	/	/	/	/	
54. Does the Information Booklet contain information about the services provided by the Municipality and the deadlines for their provision or a link to the register or the place on the website where the services and deadlines are located?					
55. Is there a separate section on the website dedicated to public enterprises with data on PE?					/
56. Is there a special section on the website dedicated to public institutions with data on the Public Institution?					/
57. Does the observed PE have its own website?		/	/	/	/
58. Does the observed PI have its own website?		/	/	/	/
59. Have there been competitions for the selection of directors of public enterprises?					
60. Has there been a competition for the election of directors of public institutions?					
61. Has the systematization of the PE been published on the website of the LSGs or on the website of the monitored PE?					
62. Has the systematization of the Public Institution been published on the website of the LSGs or on the website of the monitored Public Institution?					
63. Is there a website of the Commission for the Election of PE Directors on the website of the LSGs with all documents, including minutes from sessions?		/	/	/	/
64. Have the documents from the procedure for the election of the director of the PE been published on the website of the PE or the LSG?					
65. Have the documents from the procedure for the election of the Director of the Public Institution been published on the website of the Public Institution or the Local Government Authority?					
66. Are the annual work plans of PE published on the website of PE or LSG?		/	/	/	/
67. Have PE or LSGs reports been published on the PE or LSGs website?		/	/	/	/
Are the annual work plans and reports of the PE published on the website of the PE or LSG?	/				
68. Are the annual work plans of public institutions published on the website of public institutions or on the website of local self-government units?					

69. Have reports on the work of public institutions been published on the website of the Public Institution or the LSG?					/
Are there any reports on the consideration of the PE work report published on the website?	/	/	/	/	
Are reports on the review of public institutions' work reports published on the municipality's website?	/	/	/	/	
70. Are the data on the number of employees in the Public Institution published on the website (or in the Information Booklet)?		/	/	/	/
Is the number of employees in the municipality and the number of employees published on the website?	/				/
71. Are the data on the number of employees in public enterprises published on the website of the local self-government unit (or in the Information Booklet)?					/
Is the number of employees in the municipality, PE and PI published on the website?	/	/	/	/	
72. Is the price list of services of local institutions/companies available on the website of local self-government units or PE/PI?					
Are consultations with citizens conducted when determining the prices of services of public institutions and public enterprises through consultation meetings, surveys, or via an advisory body (Consumer Protection Law, Article 83)?	/				
73. Is there any data on the website on public debates conducted in the last 12 months (except for the budget)?					
Is there a public debate on the increase in the rate, i.e. on the amount of public revenues?	/	/	/	/	
74. Does the report on public debates contain information on the proposals put forward by citizens and the reasons for acceptance/rejection?					
75. Does the local self-government unit regularly publish on the website an invitation for the lease of property in its ownership?					
76. Are reports on the allocation of property for lease published on the website?					
Are there any announcements on the website/results of the competition for the allocation of funds to the media?	/				
77. Have there been any competitions for the allocation of funds to the media in the last 12 months?		/	/	/	/

78. Have the results of the competition/decision for the allocation of funds to the media in the last 12 months been published on the website?		/	/	/	/
Are there any announcements/results of the NGO funding campaign on the website?	/				
79. Are there any competitions for the allocation of funds to associations published on the website?		/	/	/	/
80. Are the results of the competition (decisions) for the allocation of funds to associations published on the website?		/	/	/	/
81. Are there any reports on the implementation of media projects funded by local self-government units published on the website?		/	/	/	/
82. Are reports on the implementation of projects of associations financed by the municipality published on the website?					
Is there any information on the amount of money that is allocated to local communities each year?	/	/	/	/	
83. Is the current development strategy of local self-government units published on the website?					
84. Is the annual work plan of the administration published on the website?					
Has the annual work plan of the administration been prepared and adopted in accordance with the planned dynamics?	/	/	/	/	
85. Has the report on the work of the Management Board for the previous year been published?					
86. Is the Act on Internal Organization and Systematization of Administrative Jobs published on the website (or in the Information Booklet)?					
87. Are the data on the number of employees in the LSGs published on the website (or in the Information Booklet)?					
Is there any information on the activities of the Council for the Implementation of the Code of Ethics and contacts with citizens on the website?	/				
88. Is there a code of ethics for employees and is it available on the website?					
89. Is there a record of property (real estate) owned by local self-government units that have been leased on the website, with information on tenants, price and duration of lease?					/
Does the administration have a public register with data on the property of the local self-government unit and the manner of its use?	/	/	/	/	

90. Are spatial plans and/or urban plans published on the website?					
Are there any plans on the website?	/				
91. Is there a record of contacts with lobbyists on the website?				/	/
92. Is there a daily or weekly schedule of activities of the mayor/president of the municipality on the website?				/	/
Has an integrity plan been adopted?	/				
93. Has the integrity plan been adopted (and has the LSGs reported on its implementation)?		/	/	/	/
94. Has the Local Anti-Corruption Plan been adopted?				/	/
95. Has the mayor submitted a property report?					

*Note: The ordinal numbers indicate the indicators that were used in the last cycle*