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# Mystery Shopping Report



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## Act Now Project

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# Executive Summary

This report outlines the findings of a mystery shopping exercise conducted to evaluate the quality of vehicle registration services in three regions of Kosovo: Prishtina, Gjakova, and Ferizaj. The study assessed three key services—first registration of vehicles, extension of vehicle registration, and change of vehicle ownership—focusing on efficiency, accessibility, and user satisfaction. With a total of 92 respondents participating, the exercise provides insights into the strengths and weaknesses of these public services, offering recommendations for targeted improvements.

The findings reveal several positive aspects of service delivery. Most respondents reported favorable first impressions of the facilities, describing staff as friendly and supportive in many instances. Payment processes were largely efficient, with the majority completing transactions quickly, even though all payments were made physically. Additionally, a significant number of respondents felt well informed by staff about the required procedures, reflecting effective communication.

Despite these strengths, the study identified areas for improvement. A lack of published documentation lists created challenges for users, while non-functional technological equipment and limited digital payment options hindered efficiency. The inability to fully complete services electronically highlight an opportunity for modernization. By addressing these gaps and leveraging the study's recommendations, public institutions in Kosovo can enhance service delivery, improve user satisfaction, and foster greater trust in public services.

# Introduction

The mystery shopping exercise was conducted as part of the **ACT NOW – Supporting Public Administration Reform and Rule of Law through Fighting Corruption and Improving Service Delivery** Project, supported by the EU Office in Kosovo and implemented by the Group for Legal and Political Studies (GLPS). The initiative aims to promote better governance by assessing and improving the quality of essential public services. Vehicle registration services, in particular, play a crucial role for citizens and members of the diaspora, who often have limited time and rely on efficient processes during their stay in Kosovo.

Three regions were selected for the study: **Prishtina, Gjakova, and Ferizaj**. These regions and services were chosen after close consultation with the Office for Strategic Planning of the Office of the Prime Minister, based on the **number of services provided** at the selected offices, and the **influx of diaspora members** during the summer season, which significantly increases the demand for vehicle-related services.

The focus was placed on three essential services offered at vehicle registration offices:

1. **First Registration of Vehicles:** A comprehensive process requiring multiple steps and documentation.
2. **Extension of Registration for Vehicles:** A routine service with established procedures.
3. **Change of Vehicle Owner:** A service involving legal and administrative changes to vehicle ownership.

Data was collected through direct observations and customer feedback, with a total of **92 respondents** participating in the exercise. The responses were analyzed to highlight patterns, strengths, and weaknesses in the service delivery process. This approach provided a detailed overview of the user experience, forming the basis for recommendations to improve service standards across Kosovo. By addressing systemic inefficiencies, the recommendations aim to support ABR objectives, reduce complexity, and foster more transparent and accessible services.

This report begins by explaining the Methodology, detailing the approach used to evaluate vehicle registration services across Kosovo. The first section highlights the General Findings for all services across all regions, focusing on key aspects such as first impressions, waiting times, availability of instructions, staff behavior, service quality, facilities, and payment processes. The next section explores Cross-Tabulated Data between regional and service-specific findings, identifying strengths and weaknesses by region and by service type. Finally, the report concludes with conclusions and recommendations, offering steps to enhance service efficiency, accessibility, and overall quality.

# Methodology

The mystery shopping exercise employed a structured and systematic methodology to evaluate the quality of vehicle registration services across Prishtina, Gjakova, and Ferizaj. Monitoring officers, selected and trained for consistency and professionalism, simulated real scenarios by posing as ordinary service users. Their training emphasized understanding service procedures, accurately documenting observations, and avoiding bias. Data was collected using a standardized questionnaire with closed and open-ended questions covering waiting times, staff professionalism, clarity of information, facility cleanliness, and payment processes. Officers assessed three key services: first registration of vehicles, extension of registration, and change of vehicle ownership.

A total of 92 responses were analyzed, including 43 for registration extensions, 30 for first registrations, and 19 for ownership changes. Regional distribution included 45 responses from Prishtina, 31 from Ferizaj, and 16 from Gjakova.

Respondents were divided into age groups, with the largest cohort being 26–35 years (40 respondents), followed by 18–25 years (23 respondents), 36–45 years (20 respondents), and 46+ years (9 respondents).

Most respondents (91%) were men, highlighting the demographic characteristics of users accessing these services. This methodology enabled the identification of patterns and recommendations to improve vehicle registration services in Kosovo.

# Findings and Results

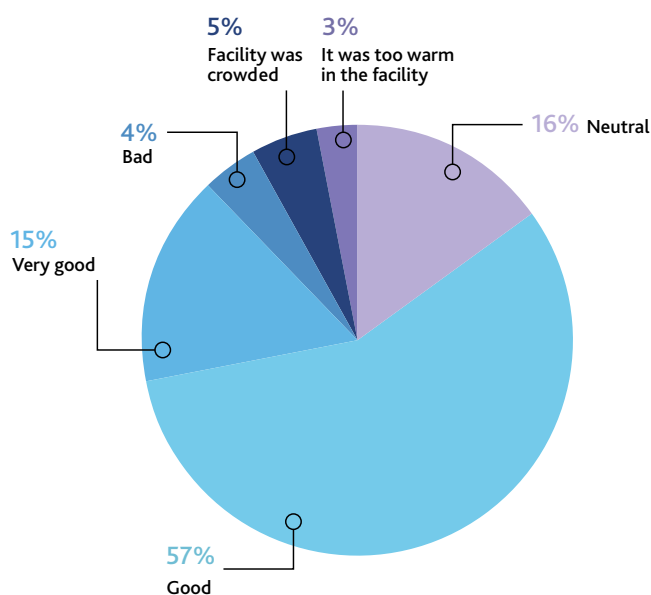
The mystery shopping exercise revealed important insights into the performance of vehicle registration services in Prishtina, Gjakova, and Ferizaj. The findings are categorized by region and service type, focusing on key metrics such as wait times, staff professionalism, clarity of information, cleanliness of facilities, and overall satisfaction.

## General findings for all services across all regions:

### *First impression and waiting time:*

The questionnaire began by asking participants how they felt upon entering the facility. Overall, the majority (72%) reported feeling "Good" or "Very Good,". Meanwhile, 16% of respondents felt "Neutral," and smaller proportions noted negative impressions: 4 respondents felt "Bad," 5% described the facility as "Crowded," and 3% mentioned it was "Too Warm." This indicates that most participants had a positive initial perception of the facility.

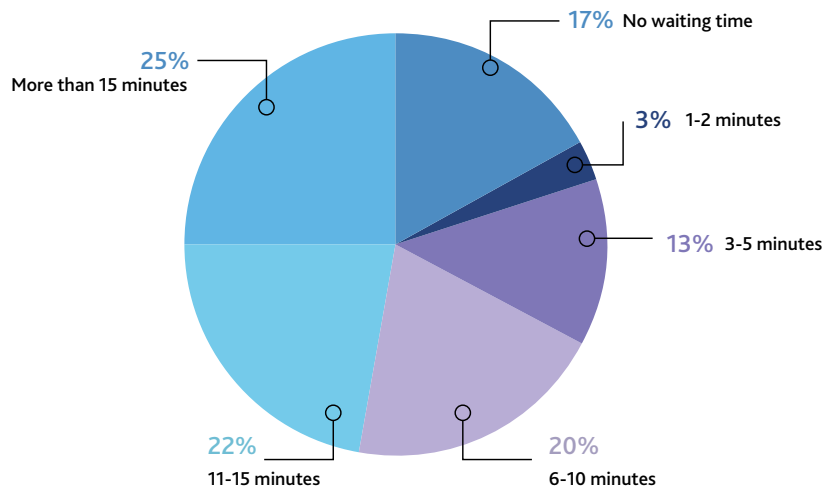
#### **First impression and waiting time:**



On the question of whether the respondents were hosted upon their arrival at the facility, 45% said yes, and 55% said no.

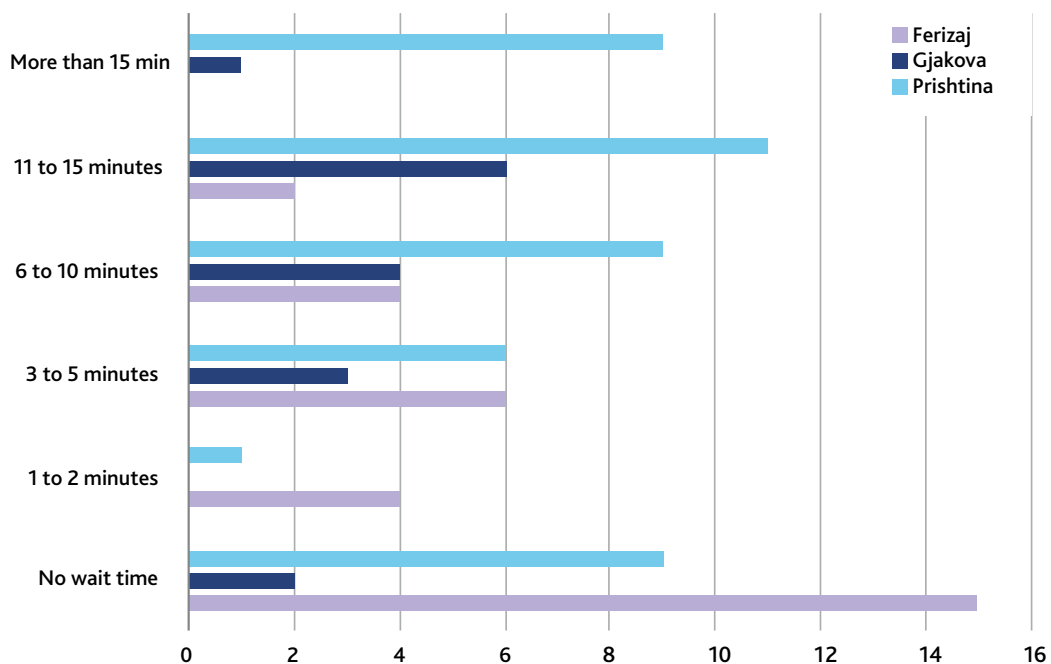
The general waiting time data indicates that a range of experiences was reported by respondents. A total of 17% of respondents stated that they experienced no waiting time, while 3% reported waiting 1–2 minutes. A larger portion, 13% and 20%, stated they waited 3–5 minutes and 6–10 minutes, respectively. Waiting times of 11–15 minutes were reported by 22% of respondents, and the highest category of more than 15 minutes was reported by 25% of respondents.

**Waiting time:**



If waiting times across the regions are analyzed, differences emerge in the efficiency of service delivery. Ferizaj stands out as the most efficient region, with 45.16% of respondents experiencing no wait time and a further 29.03% waiting 5 minutes or less. Only a small percentage (3.23%) waited more than 15 minutes, demonstrating effective queue management and a well-organized service delivery system. Gjakova shows a more mixed performance. While a small percentage (6.25%) reported no wait time, the majority (56.25%) experienced moderate waiting times of 6 to 15 minutes. A notable 18.75% waited more than 15 minutes, suggesting that while the system functions moderately well, there is room for improvement in handling peak periods. Prishtina, however, exhibits the longest waiting times, with 42.22% of respondents reporting waits exceeding 15 minutes. Only 2.22% reported no wait time, and the majority (48.89%) experienced moderate delays of 6 to 15 minutes. These findings suggest inefficiencies and potential challenges in resource allocation or service capacity during high-demand periods.

**Repondents on the waiting time:**

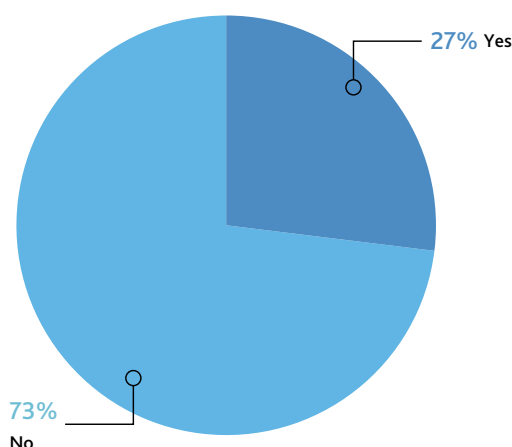




## Availability of Instructions

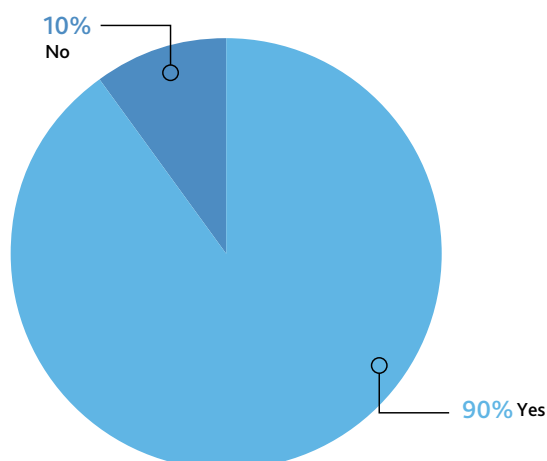
The publication of a list of required documentation for obtaining services is a critical factor linked to user satisfaction, as it ensures clarity for service users. The data indicates that a significant majority of respondents (73%) reported that no such list was published, highlighting a lack of transparency in providing necessary information. Only 27% of respondents confirmed the presence of a documentation list. It is particularly significant to note that none of the respondents who reported the availability of a documentation list were receiving services in Prishtina, suggesting a potential gap in information accessibility in that region.

**Was there a published list of required documentation for obtaining the service?**



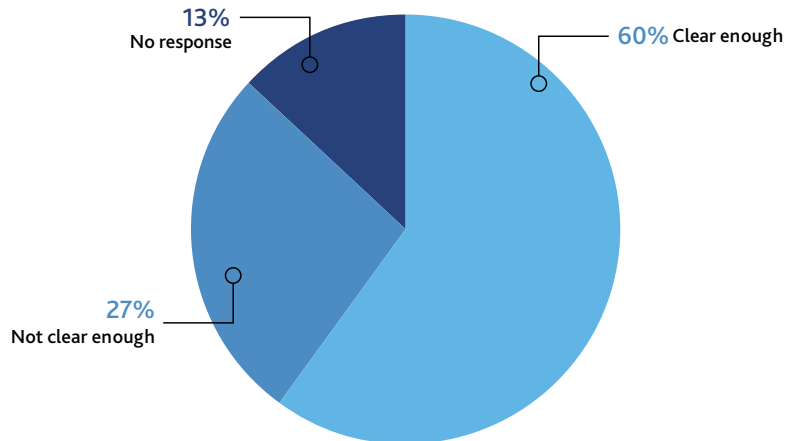
The data shows that 90% of respondents reported to have been informed well about the required documentation and the steps they needed to follow, indicating a high level of communication in most cases. On the other hand, 10% of respondents indicated they did not receive this information, highlighting a need to ensure consistent and comprehensive guidance for all users.

**Were you informed about the required documentation and the steps to follow?**



The question, "How clear and easy to understand were the required documents?" shows the following distribution of responses in percentages. A majority, 60%, reported that the documents were clear and easy to understand. However, 27% found the documents unclear or insufficiently explained, while 13% did not respond.

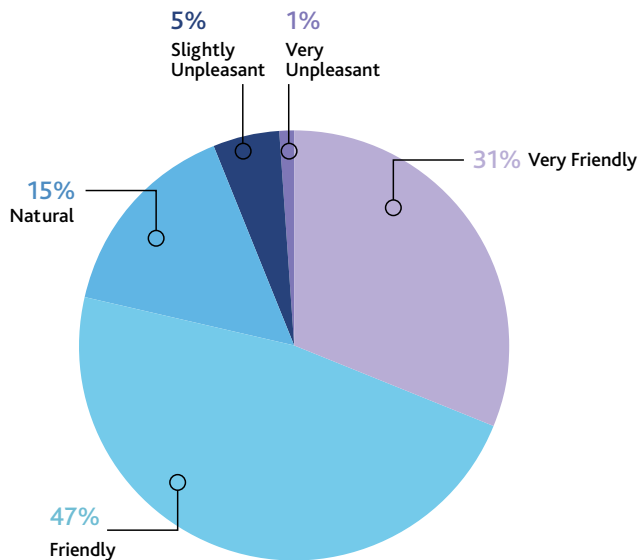
### How clear and easy to understand were the required documents?



### Staff:

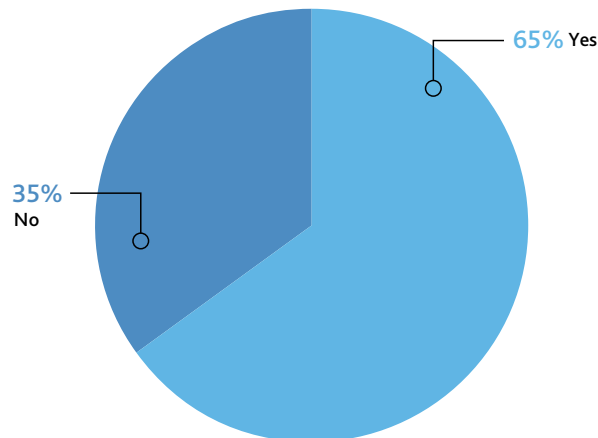
Staff behavior plays a crucial role in shaping the overall user experience, as it significantly impacts satisfaction and trust in service delivery. The data reveals that the majority of respondents, 47%, described the staff as "Friendly," while an additional 31% rated the staff as "Very Friendly," indicating generally positive interactions. 15% of respondents had a neutral perception of the staff's behavior. A smaller portion reported negative experiences, with 5% describing the staff as "Slightly Unpleasant" and 1% as "Very Unpleasant."

### How was the behavior of the staff?



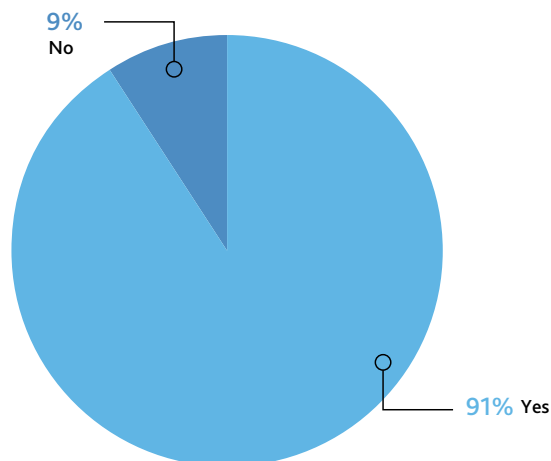
The data indicates that 65% of respondents reported receiving immediate attention upon arrival, reflecting an efficient service process for the majority. However, 35% of respondents stated that they had to wait before being attended to, suggesting room for improvement in reducing waiting times and enhancing responsiveness to ensure a smoother experience for all users.

**Did you receive immediate attention upon being hosted?**



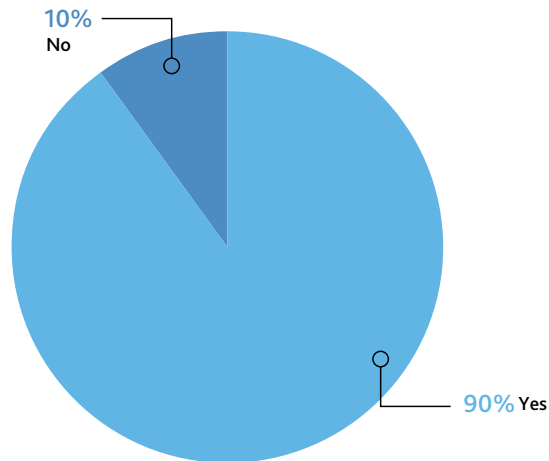
On another note, the data reveals that 91% of respondents felt the staff was ready to provide assistance and accurate information, highlighting a high level of professionalism and supportiveness. However, 9% indicated that the staff was not prepared to offer the needed help.

**Was the staff prepared and ready to provide assistance and accurate information?**



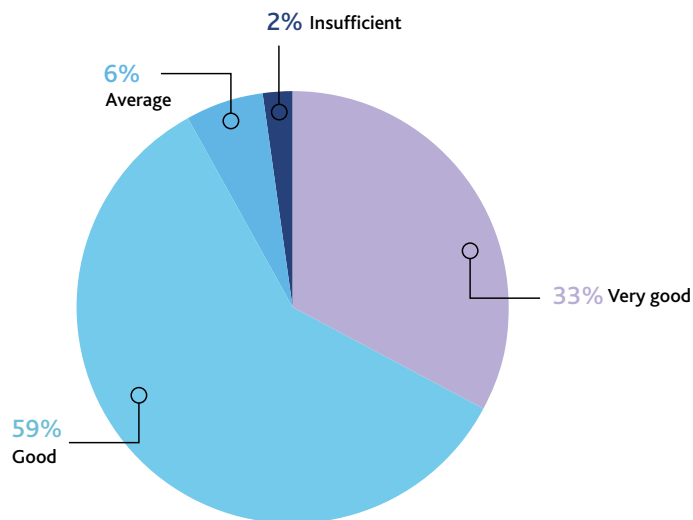
The data shows that 90% of respondents reported receiving clear and complete answers to their questions, reflecting strong communication and clarity from the staff. However, 10% indicated that they did not receive adequate responses, with most of these cases reported in Prishtina. The reasons provided by respondents who indicated that they did not receive clear and complete answers reflect several recurring issues. Some respondents reported having to repeatedly ask follow-up questions to fully understand the information, suggesting a lack of clarity in the initial responses. Others mentioned hesitancy among the staff to offer help, a lack of readiness to respond, or perceived dismissiveness.

**Did you receive clear and complete answers to your questions?**



The data also reflects respondents' evaluations of the staff's knowledge about the services they provide. The majority of respondents (59%) rated the staff's knowledge as "Good," while 33% assessed it as "Very Good," indicating that most users found the staff to be knowledgeable and capable. A smaller percentage (6%) rated the knowledge as "Average," and only 2% found it "Insufficient." These findings suggest that, overall, the staff's knowledge is highly regarded, but there is a minor portion of respondents who believe there is room for improvement in this area.

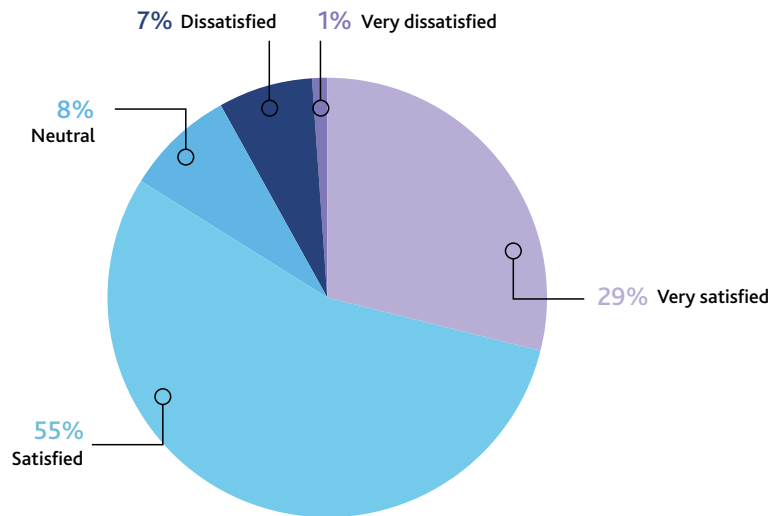
**How would you rate the staff's knowledge about the services they provide?**



*Service quality:*

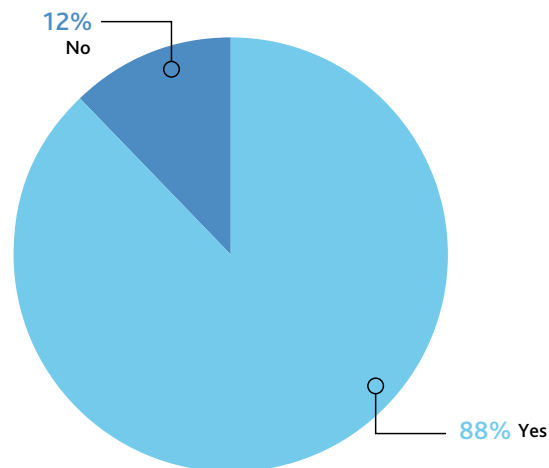
The data reflects respondents' overall satisfaction with the quality of the service received. A large majority, 55% of respondents, reported being "Satisfied," while an additional 29% rated the service as "Very Satisfied," indicating a generally positive perception of the service quality. A smaller percentage, 8%, expressed a neutral stance, and dissatisfaction was minimal, with only 7% stating they were "Dissatisfied" and 1% reporting being "Very Dissatisfied."

### How satisfied are you with the overall quality of the service received?



Additionally, the data shows that most respondents (88%) felt their issues were resolved efficiently and promptly, reflecting a generally effective service process. 12% of respondents indicated that their issues were not addressed in an efficient or timely manner.

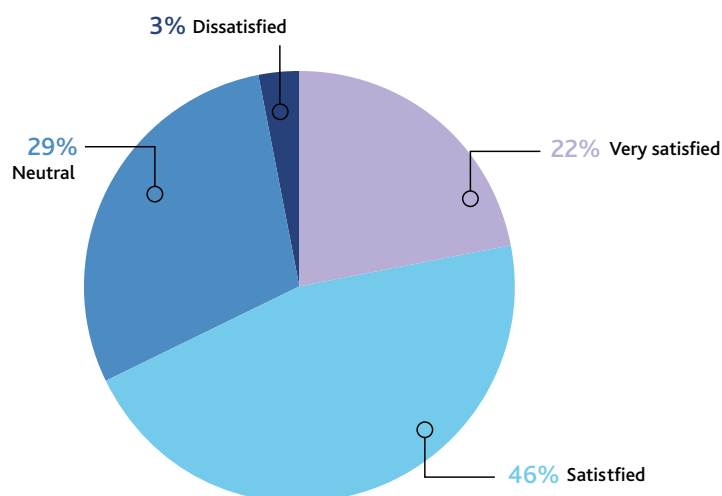
### Were your issues resolved efficiently and quickly?



## Facilities

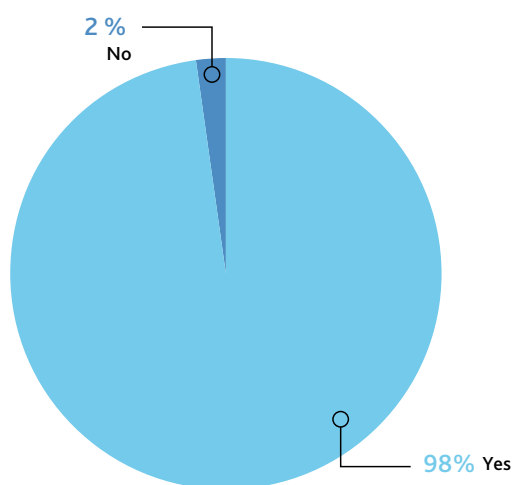
The condition and cleanliness of administrative facilities received generally positive feedback from respondents, reflecting satisfactory maintenance. Most respondents were either "Satisfied" (46%) or "Very Satisfied" (22%), indicating that the facilities met their expectations in most cases. On the other hand, a notable 29% provided a "Neutral" rating, suggesting that improvements in consistency could further enhance user perceptions. Only a small percentage (3%) expressed dissatisfaction, demonstrating that negative experiences were relatively rare.

### How satisfied are you the condition and hygiene in the facility?



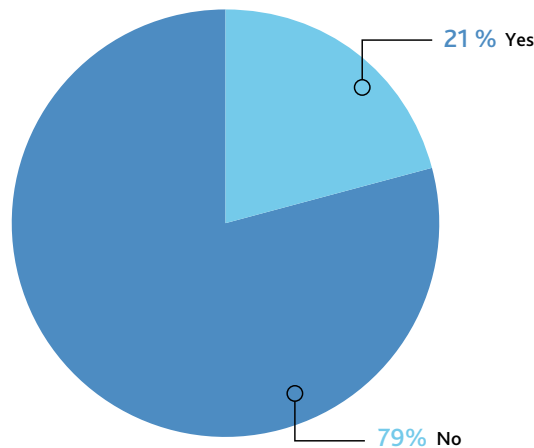
The survey asked respondents whether the infrastructure ensured access for everyone, including those with special needs. A total of 98% confirmed that the facilities were inclusive, reflecting strong accessibility standards. Only 2% indicated that the infrastructure did not provide adequate access, suggesting isolated cases where accessibility could be improved.

### Did the infrastructure provide access for all individuals, including those with special needs?



A significant portion of respondents (79%) reported that the technological equipment was not functional, reflecting major challenges in the operational readiness of the facilities. Only 21% indicated that the equipment was functional.

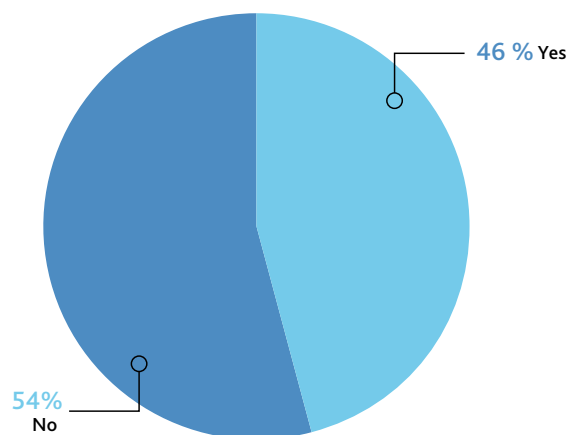
### Was the technological equipment functional in the facility?



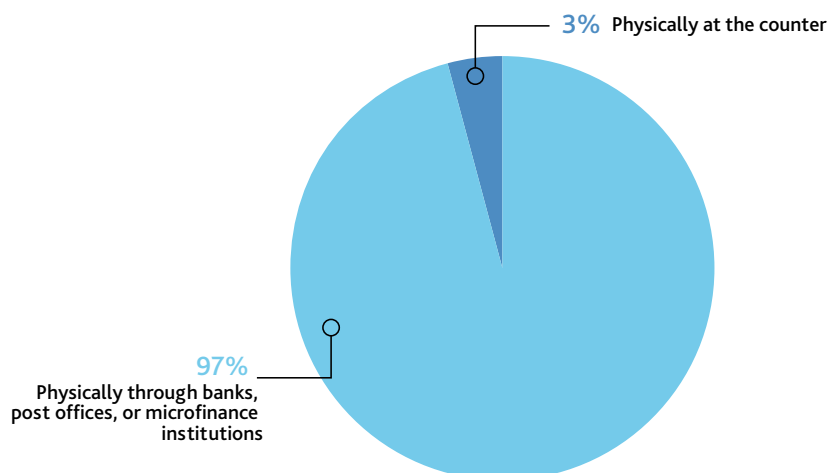
### Payment process:

When it comes to payments, the findings reveal mixed experiences. While only 46% of respondents reported being informed about the costs of services beforehand, a significant majority (96%) found the service fees clear and easy to understand once they were communicated.

### Were you informed about the costs of the service before starting the procedure?

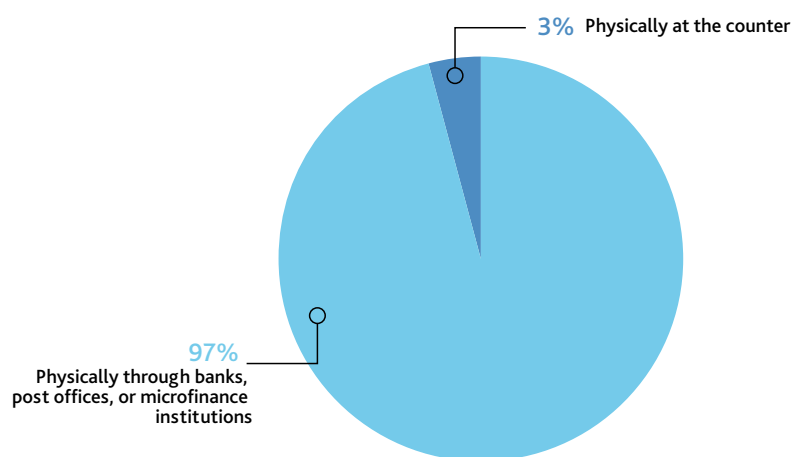


### Were the service fees clear and easy to understand?



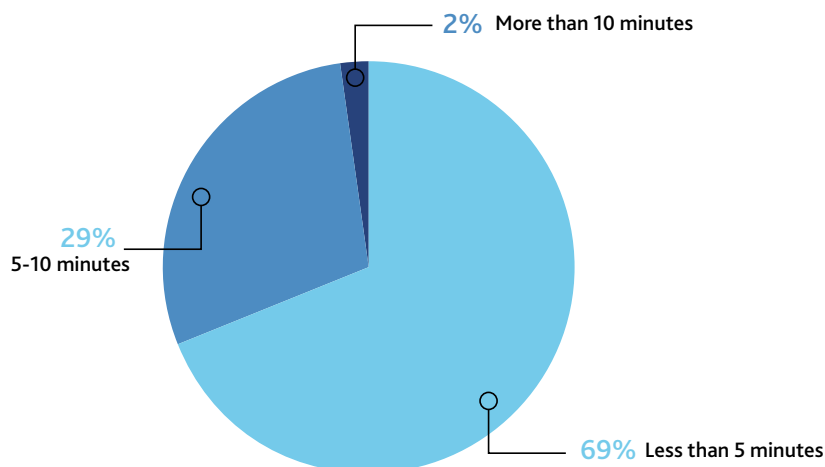
These payment options were said to have been available: physical payment at the counter and physical payment through banks, post offices, or microfinance institutions. 3% of the respondents paid physically at the counter, and 97% completed their payment through banks, post offices, or microfinance institutions. No digital means of payment were available.

#### How did you make your payment



69% of respondents reported to have completed their payment in less than 5 minutes. Another 29% reported that the process took between 5–10 minutes, while only 2% experienced a longer duration of 10–15 minutes.

#### How long did the payment process take?





# Cross-tabulated regional and service specific findings

## Prishtina

Prishtina demonstrated strong but slightly inconsistent performance, with moderate wait times averaging 10–15 minutes and professional, friendly staff, although some noted moments of overwhelm during busy periods. Facilities were in general clean and accessible, but challenges included occasional overcrowding, insufficient counters during peak hours, and the need for better organization and visible documentation displays.

For the first registration of vehicles, the average wait time was 10–15 minutes, with some users experiencing delays during peak hours. Respondents perceived staff as mostly professional and helpful, though a few of them noted rushed interactions during busier periods. While information on documentation was generally clear, it was not always prominently displayed. Facilities were clean and accessible, although occasional overcrowding was reported. The vast majority (85%) of users expressed satisfaction, citing effective resolution of their requests.

The extension of vehicle registrations had shorter waiting times, averaging 5–10 minutes. Respondents viewed staff as strongly prepared, providing prompt service, with clear and accessible information about the process. The cleanliness and accessibility of the facilities were consistent. Additionally, the facilities were inclusive to individuals with special needs. Similar to the first registration, 90% of users reported a positive experience.

For the change of vehicle ownership, waiting times were slightly longer, averaging 10–20 minutes. While staff were perceived as professional, they occasionally appeared overwhelmed during busy hours. Respondents noted that documentation guidance was clear, though some suggested that additional signage could improve the process. Facilities were well-maintained and accessible. For this service, around 80% of users expressing satisfaction, though a few noted delays in the process.

## Gjakova

Gjakova exhibited the most variability in service performance, with friendly and approachable staff and functional basic infrastructure. However, it faced the longest wait times, often exceeding 20 minutes for key services and inconsistently presented service information leading to confusion.

Regarding the first registration of vehicles, waiting times ranged from 15 to 20 minutes, particularly during peak hours. While staff were generally seen as friendly, some respondents highlighted a lack of detailed guidance. Information on documentation was less accessible compared to other regions, and although cleanliness was satisfactory, the facilities required better accessibility features for individuals with special needs. Overall, 75% of respondents expressed satisfaction with this service.

For the extension of vehicle registrations, the average wait time was 10–15 minutes. Staff were courteous and knowledgeable, providing clear information in most cases, though not all staff members demonstrated the same level of preparedness. Cleanliness and accessibility were rated as average, with 80% of respondents expressing satisfaction with the service.

The change of vehicle ownership process faced longer wait times, averaging 20–25 minutes. Staff professionalism varied, with some respondents noting inconsistent behavior. Information on documentation was frequently incomplete or unclear, contributing to delays and confusion. While

the facilities were functional, they lacked sufficient infrastructure for individuals with special needs. Satisfaction with this service was relatively low, with 70% of respondents expressing positive experiences, mainly due to delays and unclear procedures.

## **Ferizaj**

Ferizaj consistently outperformed other regions in almost all metrics, with the shortest wait times averaging 5 minutes for "Extension of Registration for Vehicles," high ratings for staff professionalism, and clear, accessible service information supported by helpful staff and proper signage. Facilities were highly praised for cleanliness and accessibility, accommodating diverse user needs, with minimal challenges reported, positioning Ferizaj as a benchmark for other regions.

Concerning the first registration of vehicles, the average wait time was 5–10 minutes, with minimal delays reported. Staff were described as highly professional and attentive, ensuring that information was clearly displayed and easy to access. The facilities were clean and fully accessible, receiving widespread praise from users, with 95% expressing satisfaction with their experience.

The extension of vehicle registrations saw even shorter waiting times, averaging just 5 minutes. Staff demonstrated excellent knowledge and readiness, effectively communicating documentation requirements. The facilities maintained a high standard of cleanliness and accessibility, leading to 98% of respondents reporting a very positive experience.

For the change of vehicle ownership, the average wait time was 10–15 minutes. Staff were professional and proactive, offering clear guidance throughout the process. Information was accessible, and the facilities met expectations for cleanliness and accessibility. Overall, 90% of respondents expressed satisfaction with this service, further highlighting Ferizaj as a model for efficient and user-friendly service delivery.

# Conclusions and Recommendations

## *Conclusions*

Several key patterns emerged from the study:

- Most respondents described their initial impression of the facilities as favorable, with many highlighting a welcoming and organized atmosphere. A minority mentioned issues such as overcrowding or discomfort in the environment, indicating a need for minor adjustments, such as the allocation of more staff during peak hours.
- The inability to fully complete services electronically underscores a key limitation in the current system. Addressing this limitation by integrating more digital components into the service delivery process would enhance operational effectiveness, while also improving the overall user experience, ensuring the system aligns better with modern expectations.
- Service efficiency varied across regions. Ferizaj demonstrated the shortest waiting times and efficient queue management, while Prishtina experienced some delays, especially during peak hours, pointing again to potential resource allocation issues.
- A large number of respondents indicated that required documentation lists were not publicly available, which limited their ability to prepare for services. However, despite the absence of published documentation lists, respondents generally felt well-informed about the required procedures, demonstrating effective communication by staff, with only a small segment of users encountered gaps in this guidance.
- Respondents frequently described staff as approachable and professional, contributing to positive experiences. However, occasional inconsistencies in staff behavior, including hesitance to assist or unfriendliness, highlighted the need for consistent customer service training.
- The majority of respondents expressed satisfaction with the services provided, praising the resolution of issues and staff competence. Only a small minority reported dissatisfaction, emphasizing the overall success of the service delivery process.
- Many respondents noted non-functional technological equipment, which created inefficiencies in service delivery. This reflects a pressing need to upgrade and maintain technological infrastructure. Moreover, an opportunity to further digitize all three services would streamline processes, improve efficiency, and enhance accessibility for both service providers and users.
- Payment transactions were typically completed quickly, and most respondents found fees understandable. However, there is a lack of digital payment options, suggesting a need for modernization to further ease this procedure.
- Ferizaj consistently excelled in service delivery, with effective queue management, knowledgeable staff, and clean facilities. In contrast, Prishtina and Gjakova showed variability in performance, particularly in staff preparedness and accessibility.

## *Recommendations*

- The possibility of digitalizing the three services needs to be further explored. Moreover, investing in upgrading and maintaining technological equipment in all service facilities to address the frequent inefficiencies noted by respondents is also needed. For example, introducing online platforms for submitting documentation and scheduling appointments could streamline processes, reduce waiting times, and enhance user satisfaction to an even higher level. These measures align directly with ABR efforts by simplifying procedures, minimizing in-person interactions, and fostering a more efficient administrative system.

- Publishing clear, standardized lists of required documentation for all services is essential. These should be made available in both physical and digital formats to ensure accessibility for all users. Special efforts should focus on addressing the gaps, ensuring users in all regions can easily access the information they need to prepare for their visits.

- To improve the user experience, increasing staffing during peak hours and implementing digital queue management systems is recommended. This would help reduce waiting times and create a smoother service process, particularly in Prishtina and Gjakova, where delays were more frequently reported.

- Expanding payment options to include digital methods, such as online banking or mobile payments, is highly recommended. This would complement existing physical payment methods and align service delivery with modern user expectations, making the payment process more efficient and convenient for all users. Furthermore, transitioning to digital payment methods supports ABR initiatives by reducing procedural complexities, saving time for citizens, and modernizing administrative processes to ensure greater accessibility and efficiency.

By addressing these recommendations, public institutions can create an even more consistent and user-friendly service delivery system. With these changes, Kosovo can move closer to achieving its goal of improving public administration and ensuring equitable service delivery for all citizens.





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