

*Ministria e Administrimit të Pushtetit Lokal*

*Ministarstvo Administracije Lokalne Samouprave*

*Ministry of Local Government Administration*



**Municipal Performance   
Report 2017**

*Drafted by:*

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***Ministry of Local Self-Government***

*Data processed by:*

***Department for transparency and municipal performance***

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# List of Acronyms

|  |  |
| --- | --- |
| **Acronyms** | **Description** |
| **MLGA** | Ministry of Local Government Administration |
| **DMPT** | Department for Municipality Performance and Transparency |
| **DMP** | Division for Municipal Performance |
| **NAO** | National Audit Office |
| **MPMS** | Municipal Performance Management System |
| **USAID** | United States Agency for International Development |
| **MPR** | Municipal Performance Report |
| **MPC** | Municipal Performance Coordinator |
| **MPO** | Municipal Performance Officer |
| **MDP** | Municipal Development Plan |
| **MRP** | Municipal Regulatory Plan |
| **MCSC** | Municipal Citizen Service Centre (One Stop Shop) |
| **Form 1** | Data Collection Form at municipality |
| **Form 2** | Form for indicator value calculation and approval by the Mayor |
| **%** | Percentage |
| **Chart.** | Chart |
| **Kg.** | Kilogram |
| **m2** | Square Meter |
| **Km2** | Square kilometer |
| **Tab.** | Tables |

# Executive summary

By Municipal performance measurement, MLGA in collaboration with municipalities are making efforts to ensure accurate implementation of the goals of the Government of the Republic of Kosovo in practice. In doing so, municipalities provide various types of services based on expectations and demands of its citizens. There is a list of basic expectations envisaged in the Law No. 03/L-040 on Local Self-Government, as well as a list of specific services based on needs and demands of citizens’ of respective municipalities. Types of expectations are related to various needs of citizens for services, whereas the performance of municipalities is related to the measurement of the degree of delivery of these services defined in the Municipal Performance Management System (MPMS). Citizens’ expectations serve as the basis for the competences and functions of municipalities in terms of delivery of their services. Even though municipalities provide three types of services: 1) services from own competencies; 2) services from delegated competencies; and 3) services from enhanced competencies, MPMS currently measures municipal performance only for services provided from own competencies.

MPMS measures the performance of municipalities in 14 different basic fields, which include 18 services from municipal own competencies. In measuring the performance of municipalities for 2017, MPMS focused on the achievement level of 25 different results from 14 respective fields. Part of this report are also the 12 new indicators that were selected in 2017 and addressed with the same methodology that was used for other MPMS indicators. The basic fields for municipal performance measurement are: Public administrative services; Human rights, social and family services; Culture, youth and sport; Disaster management; Spatial planning; Public spaces; Roads; Municipal public transport; Public parking; Water supply; Sewage; Waste Management and Environmental Protection.

Administration of MPMS in the municipality was carried out according to standard methodology, which included: documented data collection, verification of their accuracy with relevant documents, approval by the mayor and their reporting to the MLGA via soft and hard copies. The procedure for data filtering from errors and verifying them in municipalities was carried out by MLGA, through the relevant data verification committee. Data processing, reporting of results and compilation of the performance report was done by the Municipal Performance Division (MPD), according to the standard methodology.

The compilation of the performance report for 2017 was made on the basis of reported data from 36 municipalities, out of which 1 municipaliti Leposavic reported only on new indicators, while North Mitrovica and Zubin Potok failed to report on MPMS indicators.

In 2017 municipalities achieved a total performance of 59.47%. The overall performance achievement by municipalities and the rankings of municipalities according to their achievements begins with the Municipality of Mamusha (the lowest achievement, 33.24%) and ends with the Municipality of Junik (highest achievement, 79.68%). Out of the 36 municipalities surveyed, most of them (24) have shown moderate performance and it is a range covering both sides of the Kosovo average (59.47%). The achievement values have assumed an approximately dynamic shape, indicating high degree of measurement and achievement uniformity. This indicates a uniform performance, without major differences between municipalities. The analysis also shows that the largest number of municipalities (20) have achieved performance above the country's average. A uniform achievement of performance is also observed according to the relevant performance system categories: relevant indicators, results and fields.

Municipalities have been ranked into three main groups based on their achievement in different indicators: low achievement municipalities (1-33%); moderate achievement municipalities (34-66%) and high achievement municipalities (67-100%). On the basis of this ranking, the largest number of municipalities (25) belongs to the group of municipalities with moderate achievement (56-65.43%), 11 municipalities fall under the high achievement group (66.66– 77.71%%) and a new feature of this report is that there are no municipalities at the low performance level.

Introduction

This report presents the degree of municipal performance, based on the information collected over one year and their review through individual reports submitted by the municipalities. MPR presents the work of municipalities in the provision of services for 14 areas from own municipal competencies. Through this report, MLGA underlines the importance of providing these services and in particular informs citizens about their reasonable expectations of services provision from local institutions.

Through this MPR we bring you the results of the survey from the performance measurement of municipalities on the overall performance characteristics at country level (important for central institutions) and the specific characteristics of achievements of individual municipalities. Comparison of performance between different municipalities creates the possibility of easier understanding of the degree of achievement of a municipality for the respective service.

It is under the authority of local institutions to set their work priorities for providing services to citizens and engaging relevant resources, in line with the findings and recommendations of this report. The report outlines the general conclusions on the municipal performance levels. Additionally, it provides relevant recommendations for improving performance based on findings from municipal performance measurement.

Information from key findings of the performance measurement of municipalities for 2017 is structured into five main chapters: I. Executive Summary, Introduction, Research Methodology and Why Measure Municipal Performance II. General performance characteristics; III. Achievement of performance results by field; IV. Overall performance by municipalities; V. Issues and Recommendations and VI. Performance data by Indicator and by Municipality and Data Documentation. Information on achieved results is shown graphically in two parts (31 charts): 1) above the country average; and 2) below the country average, while the performance of municipalities is reflected in horizontal charts divided into three levels: 1) High performance municipalities; 2) Moderate performance municipalities; and 3) Low performance municipalities. The findings from the measurement are also reflected through tables, a total of 1 table.

# Measurement – Research Methodology

The research was conducted for the previous period of 2017 and a combined methodology of documentation and verification was applied.

Supported by the DEMOS project, MLGA developed a package of substantial professional documents and guidelines for performance measurement, as well as provided training for municipal performance coordinators (35) and municipal performance officers (210). Municipalities reported the primary data for 77 indicators, collected by municipal performance officers (OPM). The data collection was based exclusively on official documents and verified by the Municipal Performance Coordinator (MPC). DMPT/ MLGA conducted a process control over data collection and provided professional support to municipalities as appropriate. The data verified by the MPC was approved by the mayor by an official letter. The work was facilitated also by the director of administration at respective municipalities. Data collection and reporting was carried out through an Excel-based software (Form 1 and Form 2), developed specifically for this purpose by DMPT. The data reported by the municipalities was checked by the DMPT, wherein various substantial, technical, numerical and logical errors were identified.

Upon receipt of data from the municipalities (15 February 2017), MLGA’s Division for Municipal Performance and Transparency checked the respective forms and concluded on the accuracy of reporting for all data. The relevant data have been verified through the Data Verification Commission and have been corrected accordingly. In 2017, verification was mainly done through official e-mail. Following filtering, the data was processed based on the type of information required by the format of this report. The main methods used for data processing were comparison and cross-referencing, which produced different types of valuable information such as:

1. Information on overall performance level by field
2. Information on performance level by results of relevant field
3. Information on performance level by indicators of relevant results
4. Information on average performance at country level
5. Information on overall performance by municipality;

# Why measure the municipal performance?

Key reasons

Performance measurement is not just about collecting data related to a predetermined performance goal. Performance measurement is about drawing conclusions or opinions to understand how a general work management system helps to identify and prevent unsuccessful work, by helping the municipality to confirm the aimed achievements regarding the delivery of qualitative services based on request of its citizens.

Performance measurement is an important tool of all quality management programs. Managers and supervisors who lead the efforts of an institution, have the responsibility to know how, where and when to take actions for the necessary changes with regards to developing further the institution. These changes cannot be planned and implemented without reliable and relevant information on which the decisions for potential changes are based, but also on advancing of those services that are performing well.

*The distinctive method of MPMS, as a data quality assurance mechanism, is the documentation of reporting data.*

MPMS mainly measures the quantitative aspects of service delivery and also MPR reports information on the amount of service delivery. Quantitative measurements are a tool to help us understand how sufficiently are the services provided and to manage in professional manner the improvement of municipal work. Unfortunately, at this stage of MPMS development, the quality of service delivery is measured only by a small number of indicators. MPMS currently is not designed to measure the reference (standard) quantity and quality of services (how sufficient and how well are they provided by the municipality) instead it only measures the improvement trend of service delivery. Based on this, the performance measurement tells us:

* How well are the municipalities performing?
* Whether the municipalities are achieving their goals or not?
* Whether the management processes are in the right direction?
* If so, where are the improvements needed? etc.
* Whereas citizens’ satisfaction level with the services will be presented on another performance report.

Performance measurement provides the needed information for decision making as to what is municipalities’ way forward.

# The purpose of performance measurement

Based on numerous researches, in this case we are highlighting the research conducted by Harvard University, which shows that the purpose of performance measurement largely affects the approach to performance measurement[[1]](#footnote-1). Hence each measurement is bound to a purpose. The purpose defines all means, procedures and other processes of measuring the municipal performance. The measurement purpose should answer the question - why measure the municipal performance?

Therefore, performance measurement is done for the purpose of monitoring the service provision through valid municipal performance measurements, and to provide the necessary information to facilitate decision-making in municipality, to motivate the local government bodies and to promote the responsibility and accountability during their work in providing services to citizens of the Republic of Kosovo.

Performance measurements should provide sufficient information to meet the purpose. If we do not produce the necessary information to this purpose, from the municipal performance measurement data, then the performance measurement is not valid. The data and information in this report indicate that performance measurement is in full compliance with the municipal performance measurement objective.

# Municipal Performance Overall Characteristics

Municipal performance report (hereinafter the Report) presents important and useful information on the level of achievements of municipalities in their works during 2017. The report will, however, bring information that reflects the trend of municipal achievements over the years.

All municipalities of the Republic of Kosovo are included in performance measurement during 2017. Out of total of 38 municipalities, 36 municipalities have managed to report data for performance measurement.

The municipal performance measurement with revised MPMS has produced important information on the overall and specific achievements of municipalities for 2017. Information on the overall performance of municipalities is classified into three levels of performance outlining: at the field level, at the results level and at the indicator level. Outlining of information on these three levels is useful for making strategic decisions and drafting priority policies for developments in local self-governance (LSG).

# Overall performance by fields

The Municipal Performance Management System (MPMS) currently measures municipal performance for only 18 own competencies, grouped into 14 relevant fields. Hear results are presented just for 13 fields, because 1 field-Public Spaces measured with different unit is outlined under the results. Fields are the highest level of information presented regarding the level of performance of municipalities but are not a baseline of the performance level of municipalities.

The analyses show that overall performance of municipalities at country level is 60.54%. This is approximately 1.76 % higher than the performance of the municipalities for 2016. This comparison is valid based on the baseline of 2016 data due to the fact that we have the exact same database from the previous year.

The studies show that the fields with highest achievement, at the country level are: the field of public administrative services with 91.68%, followed by waste management with 77.87%. Out of 14 analysed fields, four fields are with high performance and they are above the country average, from 72.31- 91.68%; 8 fields are with average performance, 36.66- 65.65% and only one field is with a low performance with 30.47%. Out of these 8 fields, 3 fields are above the country’s average and 5 fields are below the country’s average. It should be clarified that one field - public spaces, whose performance is outlined in m2/per capita, is not included in the group of 13 other fields because the performance values cannot be compared to the values of other fields expressed in percentage. The field of public space has a performance of 2.68 m2 per capita.

It is very important that in the group of fields with high performance are included nearly all groups of basic services such as: public administrative services, disaster management, waste management, drinking water. See chart. 1. From the group of fields with moderate performance, we can understand that a group of important services, such as: road infrastructure (47.54%), environmental protection (58.49%), spatial planning (60.66%) and municipal transparency (61.64%) while the human rights and social and family welfare fields have marked an increase since the previous year and is about to reach the average performance of services with 36.66% where its treatment is a priority during prospective planning. See chart 1. The lowest performance field is that with only 30.47%, parking spaces for motor vehicles.

**Conclusion.** In the light of the municipal performance measurement conducted for 2017, at the level of fields, it can be concluded that the performance of the municipalities ranges from moderate to high level. When compared with 2016, progress has been made in 8 fields, while in 4 fields there is a slight stagnation and in 1 field we have the same performance. (see Chart 2.)

**Overall performance by results**

# The results are short-term or long-term achievements that municipalities aim to achieve in each of the 14 fields of MPMS. The entire municipal performance measurement system is results-oriented. This means that the performance of municipalities is measured with the level of achievement of results. For each field, it is assigned a corresponding number of results. MPMS in total consists of 25 results or in average 1.78 results for each field. The result indicates that the service is provided in the appropriate amount or relevant quality that is planned and that directly affects the lives of the citizens. The results bring useful information on the performance level of municipalities. The indicators of each result of MPMS inform us about the level of achieved results in the relevant fields by the municipalities.

*The results outlined are instrumental to strategic level leaders to quickly have an understanding of the needs for relevant actions with a priority in improving the municipal performance.*

The analysis shows that the overall achievement of municipal performance is the same as that of the fields. The level of achieved results for 2017 is captured through internal standards, comparison of achievements with the country's average and comparison between the results and indicators expressed in percentage (%), m2 and kg per capita. The achieved performance for 2016 will be a baseline (reference point) to understand the trend of progress or stagnation of performance in the future.

Research shows that the achievements of results are in full compliance with the achievements of relevant fields, but with a wider range for high-performance results. Out of 24 results, 7 results or approximately 29% of them qualify as high level performance. In general, the range of achievement of results is regular, with the participation of three levels of achievement, distributed in a trapezoid form, indicating valid measurements. The range of values of 15 or 62% of results at a narrow interval of 57.23-79.98 % indicates a sustainable measurement and performance. The results with highest performance at the country level are citizen participation in the decision-making process (78.98%), protection of citizens and their property from disasters (76.91), providing citizens' access to public documents (75.93), municipal planned construction (73.46), Inclusion of Citizens in the Waste Collection Process (72.19), Inclusion of Citizens into the Sewage System (70.57), Capacity Building for Sport Activities (69.24).

See chart. 4. Other basic services are included in the group of results with moderate and low performance with a roughly equal distribution in terms of numbers: 9 with moderate performance and 6 results with low performance. See chart. 4. Here too, the highest and lowest performance is listed in services according to citizens' requests (H) and provision of equality and protection from discrimination (L).

Two results are expressed in different measuring units: public spaces with healthy environment (3.02 m2/per capita) and waste disposal (198.95 kg/per capita). The larger the area in m2/per capita, the higher is the performance of the relevant municipality, whereas the large amount of waste disposal in kg/per capita, potentially shows higher performance but not always. The more waste disposal, potentially should mean less waste in living environments, but usually this is not the case, since not all the waste that is generated by the households are collected and disposed. See chart 3.

**Conclusion.** In the light of the municipal performance measurement conducted for 2017, at the level of results, it can be concluded that the average performance of the results is 59.64%. A part of the results: 10 are with high performance achievement, 10 results are with medium achievements and 5 results are with low achievement. Out of the 5 low achievement results, 2 of them require higher priority treatment such as: sewage treatment and equality and protection against discrimination.

# Achievements of fields and results by indicators

The results represent the benchmarking structure of the municipal performance achievement, which is shown by indicators. Each result belongs to a particular field and at the same time, it is informed by a certain set of indicators. The set of indicators tells us about the level of achievement of the respective result and the group of relevant results indicates the level of achievement of the respective fields. While the MPMS is mainly based on the level of achievement of results, then the main part of the report is devoted to the achievement of result within the respective fields. Below you will find the necessary information on the degree of achievement of results by respective fields and indicators as the main part of the findings from this research.

* 1. **Public administrative services**

The municipal performance measurement for the purpose of providing public administrative services is conducted for all requirements pertaining to public administrative services. All the requests that are managed by the CSCK are included within the public administrative services. Municipal performance in this field is measured by only one result:  *Provision of services in accordance to the citizens' requirements*.

Result (1.1) Reflects the percentage of cases reviewed during the year, which are registered with the CSCK, with particular emphasis on respecting the legal deadlines for review and placement of cases filed by citizens that are a competence of municipality. Regarding the achievement of this Result, we obtain information from two indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| 1.1.1. | % of cases reviewed during the year | 89.61 |
| 1.1.2. | % of cases reviewed within the legal deadlines. | 93.99 |

The result aims to answer the question: are the services delivered according to citizens' requests? The data analysis shows that the filed cases of citizens were reviewed at the rate of 89.61%, while of those reviewed within the legal deadline were 93.99%. Expressed in figures, a total of 1,900.056 cases were filed, and a total of 1,668.077 were reviewed or 0.94 cases per capita. Based on this, it turns out that the result is fulfilled to the extent of 91.68 %. Since the field has only this result, then the fulfilment degree of the field is the same as the result (91.68%). The result also points to the high degree of efficiency of the municipal administration.

**Interpretation**

The level of result achievement through the values of indicators, is in full compliance with the purpose of performance measurement in this field. Citizens rightly expect their cases to be reviewed and to solve the problems they face. Result achievement at the rate of 91.68% is of great importance, primarily for citizens, then for the municipality, for the MLGA and for other stakeholders. Review of cases within the legal deadline up to 93.99% is an important indicator that the performance of municipalities in this field is very high and trends show that this will improve even more in the future. Unfortunately, the result shows more statistics rather than indicating information on how many responses were in accordance with the law and in accordance with the requirements of the citizens. However, in the future, the work of municipalities will be facilitated by the information technology for expediting the review within the deadlines and in accordance with the law.

* 1. **Municipal transparency**

Municipal transparency refers to the participation of citizens in the decision-making process in municipal bodies and the establishment of mechanisms for their information when they cannot participate. Municipal performance in this field is measured by two results: - 1). *Ensuring citizens' participation in the municipal decision-making process and 2). Ensuring citizen access to public documents*.

First result (2.1.) reflects the achievements of municipalities related to enhancing the municipal transparency by promoting public participation in decision-making processes. Four indicators will inform us regarding the degree of the achievement of this result:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| 2.1.1 | % of Municipal Assembly and Committees meetings made public to citizens | 92.94 |
| 2.1.2. | % of acts adopted in the Municipal Assembly for which the public was consulted. | 48.89 |
| 2.1.3 | Public consultation on the adoption of medium-term framework and the municipal  Budget | 97.06 |
| 2.1.4 | % of the announcements published for two public meetings | 73.64 |

The result aims to answer the question: what is the degree of achievement regarding the citizens' participation in decision-making in the municipality? Data analysis indicate that the result 2.1. is achieved to the degree of 78.98 %, and the highest achievement is marked in the public consultation on the medium-term framework and the municipal budget (97.06%), similarly, a high achievement was also marked in making publicly available the Assembly meetings for the adoption of municipal acts (92.94%). Average performance, but below the country's average, was marked in the public consultation on adoption of acts by the Municipal Assembly (48.89%, while this report is supplemented with a new indicator which is presented in this chart. The indicator: % of the announcements published for two public meetings, which is in the percentage of 73.64 %.

The second result (2.2) reflects the achievements of the municipality/municipalities in providing the citizens and different stakeholders’ access to public documents according to legal definitions, expressed in percentage (75.93). Regarding the degree of achievement of this result, we are informed by six indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| 2.2.1 | % of publication of acts adopted in the Municipal Assembly that are on the official[[2]](#footnote-2)  website of the municipality | 74.32 |
| 2.2.2. | % of publication of acts of general nature adopted by the Mayor that are on the official  website of the municipality | 64.12 |
| 2.2.3 | % of publication of documents for budget planning and expenditure | 80.00 |
| 2.2.4 | % of publication of documents of public procurement of municipality | 74.12 |
| 2.2.5 | % of approval of citizens' requests for access to public documents | 86.83 |
| 2.2.6 | % of meeting the criteria of official website of the municipality | 77.91 |

Data analysis indicates that the result 2.2. is achieved at 75.93%, whereas the highest achievement was marked in citizens' access to official documents (86.83%) and in publication of acts adopted in the Municipal Assembly (80.00%). Indicators that have achieved a relatively high performance, but that do not stand as good as other indicators are the publication of acts of general nature approved by the Mayor (64.12%) and the publication of public procurement documents (74.12).

**Interpretation**

Municipalities in this field have shown a high performance of 60.86%. High percentage rates show a high level of performance. The result achievement level, through the values of indicators, is fully in line with the purpose of measuring the performance in this field. The distribution of municipal performance achievements of 64.12 – 86.83%, indicates a relatively high degree of citizen participation in decision-making and making public the municipal activities. What remains an issue here is the percentage of citizen participation in decision-making which the MPMS does not currently measure. Municipalities are recommended to build the necessary mechanisms to increase substantive transparency, in addition to the formal transparency, and to ensure quality participation of citizens in decision-making process in the municipality and not just the formal sending of invitations.

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| 2.3.1 | % of the timely adoption of the municipal annual budget proposal by the Municipal Assembly | 84.89 |
| 2.3.2. | % of the discussions on the budget report by the Municipal Assembly for the previous year | 66.75 |
| 2.3.3 | % the discussion of the Municipal Performance Report by the Municipal Assembly for the previous year | 27.86 |
| 2.3.4 | % of Municipal Assembly meetings with the participation of the Mayor | 66.53 |

Part of the second field are the new indicators that were selected in 2017 in order to join the municipal performance system. In the following chart we see the level of achievement of the result 2.3 ensuring accountability and respecting the legal deadlines in the MA, which is expressed in percentage 60.82%. Below we will present the indicators graphically and with a description of the certain values achieved. The indicator 2.3.1 % of the timely adoption of the municipal annual budget proposal by the Municipal Assembly, expressed in percentage is at 84.89 %. The indicator 2.3.2, % of the discussions on the budget report by the Municipal Assembly for the previous year, expressed in percentage is at 66.75%. The indicator, 2.3.3, % the discussion of the Municipal Performance Report by the Municipal Assembly for the previous year, expressed in percentage is at 27.86 %. The indicator 2.3.4 % of Municipal Assembly meetings with the participation of the Mayor, expressed in percentage 66.53%.

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| 2.4.1 | % of the reporting the annual plan of the municipal integrity plan before the Municipal Assembly | 27.86 |
| 2.4.2. | % of suspended officials in relation to the charges raised against them | 35.29 |

Below we will present the result 2.4, provision of anti-corruption measures in the municipal administration. The following indicators show the Municipality's achievements in preventing corruption in Municipal institutions. The indicator 2.4.1,% of reporting the annual plan of municipal integrity plan to the Municipal Assembly expressed in percentage is at 27.86%. The indicator, 2.4.2,% of suspended officials in relation to the charges raised against them expressed in percentage is at 35.29%

* 1. **Human Rights, Social and Family Services**

The performance measurement of municipalities for human rights, social and family welfare aims at identifying the strengths and weaknesses marked in the provision of these services and taking the necessary measures to the resolution of the very sensitive issues of this Field. The municipal performance in this field is measured by two results: 1). *Ensuring equality and protection from discrimination and 2). Providing social and family services.*

The first result (3.1) represents the main achievement of municipalities or a municipality for creating a living environment that treats all citizens equally or without discrimination, especially the marginalized groups and those in need. For the degree of achievement of this result, we are informed by five indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **3.1.1** | % of gender-based employed people with disabilities in municipal institutions | 0.39 |
| **3.1.2.** | % of gender-based employed persons | 40.22 |
| **3.1.3** | % of gender based employed persons from minority communities | 7.84 |
| **3.1.4** | % of women and girls participating in public meetings | 23.59 |
| **3.1.5** | % of politically-appointed women and girls in political posts in the Municipality | 16.90 |

The result answers the question: What is the extent of the achievement of equality and protection against discrimination. Data analysis shows that the result 3.1. is achieved at level 18,32 %, where the highest achievement is marked in the percentage of the females employed at 40.22%. The employment of people with disabilities (0.39%) and the employment of minority communities (7.84%), indicate insufficient achievement of this result. Even women employees from the non-majority community stood at 35.37%, which is similar to the overall female employment level in the Municipalities (40.22%).

The second result aims to bring the products of municipality actions into providing basic living conditions for the citizens in need, such as housing, child protection without care and social assistance. It is also aimed at achieving the increase of the standard of living and the inclusion of marginalized groups in society. In order to measure the achievement of this result, we obtain information from four indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **3.2.1** | % of families in need who have been provided with housing | 30.23 |
| **3.2.2.** | % of the population who benefits from the social scheme | 3.11 |
| **3.2.3** | % of complaints adopted for the social assistance scheme | 20.87 |
| **3.2.4** | % of children in need with family housing | 64.08 |

The result aims to answer the question: how much is achieved in the provision of social and family services? Data analysis shows that the result 3.2 is achieved at 29.57%. The highest achievement was marked in the family housing of children (64.08%) and the housing of families in need (30.23%). Low achievement was marked in the level of benefits from the social scheme (3.11%) and in benefits from the social scheme through complaints filed by citizens. Although this result marked higher achievement than the result 2.1, in general, the results of this field have not marked satisfactory achievements.

**Interpretation**

Municipalities in this field have shown a performance of 36.66%. Low percentage values indicate low performance level. The results have reached the purpose of measuring this field through the values of the indicators. The distribution of the municipal performance achievement values ranging from 30.23 – 64.08%, indicates a relatively large distribution of performance values, which suggests that the planning of results and the construction of indicators are not sufficiently in harmony with each other, in both vertical and horizontal dimension. However, in this case, low values should not always be interpreted as low performance because the indicators do not currently measure the totality of the problem. For example, the employment rate of persons with disabilities of 0.39%, is low as a value, because their number is calculated in relation to the total number of employees in the municipality and not in relation to the number of people with disabilities, which should be the core of the indicator's measurement. Unfortunately, this cannot be measured now in the absence of the census of the total number of persons with disabilities in the country.

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **3.3.1** | % of the scheme implementation in the distribution of performance evaluations for civil servants | 74.4 |
| **3.3.2.** | % of open vacancies have been processed through the HRMIS | 64.68 |
| **3.3.3** | % of the presentation for discussion at the Municipal Assembly of the annual report of the municipal personnel office for the previous year | 50.14 |

* 1. **Culture, youth and sports**

Performance measurement in this area includes any kind of activity for which Municipalities are direct (as an organizer) or indirect (as a co-organizer). The field aims to measure three essential dimensions: building physical capacities, organizing activities and citizen participation in these activities. Municipal performance in this area is measured by two results: 1). *Building the necessary capacities for the exercise of cultural, youth and sports activities and 2). Increasing the number of cultural, youth and sports activities and citizen participation.*

The first result (4.1.) represents the achievements of a municipality or municipalities in creating the necessary conditions for sports, cultural and youth activities, with particular emphasis on building the necessary capacities for carrying out these activities. For the degree of achievement of this result, we are informed by one indicator:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **4.1.1** | % of implementation of the municipal plan on capacity building for culture, sports and youth  activities | 69.24 |

The result aims to answer the question: how much has been achieved in building infrastructure capacities for performance of cultural, youth and sports activities? Data analysis shows that the result 4.1 has been achieved at the rate of 69.24%, same as the achievement of the single indicator of this result . The indicator represents the common achievements of data shared for culture, youth and sports. The average number of implemented projects in country level is: 11.66 infrastructure projects for culture and 11 projects for culture and sports, while for youth 13.19 projects.

The second result (4.2.) represents the achievements of the respective Municipality or Municipalities in the increase of the number and types of sports, cultural and youth activities, with particular emphasis on increasing the number of citizens' participants in various cultural, youth and sports activities. In order to measure the achievement of this Result, we obtain information from two indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **4.2.1** | % of implementation of planned culture, sports and youth activities | 79.67 |
| **4.2.2.** | % of citizens' participation by culture, youth and sport activities | 43.16 |

The result aims to answer the question: how much is achieved in increasing the number of cultural, youth and sports activities and citizen participation? The data of these two indicators also inform us that the result 4.2 has an achievement of 62.06%. There is a considerable increase in the organization of cultural, youth and sports activities with 79.76%, but also the participation of citizens in the respective activities is quite high (43.16), considering that the indicator measures for the first time.

**Interpretation**

Municipalities in this Field have shown a performance level of 65.65%. Values indicate a medium performance level. The results through the indicator values have fulfilled the purpose of measuring this Field. The distribution of municipal performance achievement values of 79.67 – 43.16%, indicates a consistent and good measurement of the development between the results and the indicators. These features serve the purpose of accurate measurement.

* 1. **Disaster Management**

Performance measurement in this Field includes the protection of people and their private and public property, such as: protection from fires, earthquakes, floods, landslides, avalanches, droughts, outbreaks of diseases, destructions of dams and various ecological accidents. The performance of Municipalities in this field is measured by one Result: 1). *Protection of citizens and their properties from disasters.*

Result (5.1.) represents the main achievement that the Municipality or Municipalities aims in protecting citizens and their property from various disasters caused by nature and humans. The Result includes the products of the prevention measures by the relevant Municipality to decrease the level of disaster risks related to cycles of repeated natural occurrences during the year and the Results of the action of relevant municipal authorities during the time of the disaster occurrence. In order to measure the achievement of this Result, we obtain information from two indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **5.1.1** | % of implementation of the municipal disaster management plan | 62.39 |
| **5.1.2** | % of interventions for protection against disasters | 90.43 |

The result aims to answer the question: how much are the citizens and their properties protected from disasters? Data analysis shows that the Result 5.1 has been reached at 77,57 %. The two respective indicators (5.1.1 and 5.1.2) have contributed to the achievement of this relatively high result. In the disaster management cycle, the Municipalities have shown a high level of disaster protection intervention (90.43%), but in implementation of the disaster management municipal plan, the Municipalities have shown an average rate of 62.39%.

**Interpretation**

Municipalities in this field have shown a relatively high performance of 76.91%. High percentage rates show a high degree of municipal performance. The results through the values of the indicators have reached the goal of measuring this field. The extent of municipal performance level from 62.39% – 90.70%, shows a wide range of measurement values, which suggests that insufficient implementation of disaster management plans has brought a large number of disasters (12.105) and a very effective response of disaster management teams in 90.70 % of cases. What needs to be achieved is the high percentage of implementation of disaster protection plans, which affects the reduction of the high number of casualties and consequently the reduction of the need to respond to disaster management. Municipalities should invest more in the prevention phase rather than at the disaster response phase!

* 1. **Spatial planning**

Information generated by the performance measurement in this field has a significant impact on the development and prioritization of municipal planning capacities for the regulation and utilization of planned municipal spaces. Municipal performance in this field is measured by two indicators: 1). *Sustainable municipal planning and 2). Planned municipal construction*.

Result (6.1.) summarizes the developed actions by the municipal authorities in implementing the Municipal Development Plan (MDP), the Municipal Regulatory Plan (MRP), the Municipal Zoning Map (where it has been developed) and Detailed Regulatory Plans. The performance of the relevant Municipality is related to the degree of compliance with the procedures for creating conditions for construction and issuance of construction permits in accordance with the set of criteria upon which the respective urban planning instruments have been developed. For the degree of achievement of this Result, we are informed by one indicator:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **6.1.1** | % of the municipal territory for which detailed regulatory plans - zoning maps exist | 46.48 |

The Result aims to answer the question: how much has been achieved in planning the territory of the Municipality? Data analysis shows that Result 6.1 was achieved at 46.48 %. In achieving this low-level Result, we were informed only by the indicator 6.1.1. Based on the percentage value of the indicator (46.48 %), which is the level of achievement of this Result, we can understand that the planning level in the territories of Municipalities is still low and settlements in the territories of municipalities are not or are in a very low planning level.

The result (6.2.) aims to meet the needs of citizens, businesses and other stakeholders for construction. Directly or indirectly it assists and directs the planned municipal construction and prevents illegal constructions. Through this Result it is enabled planned use of land, respectively the space and other environmental and infrastructural resources in the interest of citizens, public institutions and businesses. In order to measure the achievement of this Result, we obtain information from three indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **6.2.1** | % of approved requests for construction permit | 77.55 |
| **6.2.2** | % of new buildings which are inspected | 79.18 |
| **6.2.3** | % new buildings with construction permits | 62.78 |

The Result is intended to answer the question: how much has been achieved in planned construction of settlements? Data analysis shows that the Result 6.2 was achieved at 73.26 %. In achieving this Result at this high rate, we received information from three indicators (6.2.1; 6.2.2 and 6.2.3). From the percentage values of these three indicators we understand that request of citizens for construction permits have been approved up to 77.55%, the inspection of new buildings was implemented to a higher rate, up to 79.18% and from the conducted inspections it resulted that only 62.78% of buildings have construction permits, which means that 12.77% of the inspected buildings are without permits.

***Interpretation***

Municipalities in this Field have shown a performance of 59.97%. Planned municipal construction by indicators marked the highest value in the indicator, % of new buildings which are inspected with 79.18%, while at the minimal or lowest value is the indicator, % of new buildings with construction permit is 62.78 %.

* 1. **Public spaces**

Public space implies public spaces that are of interest to citizens, managed by the Municipalities and which affect the quality and standard of living of citizens. Measurement of performance in this Field is related to the respective organizational structures of the Municipality, which meet the legal obligations in view of creating a sufficient and quality environment for the normal life of the citizens of the respective Municipality. The performance of Municipalities in this field is measured by one Result: 1). *Sufficient public space for a healthy environment.*

Result (7.1.) summarizes the products from the actions of the relevant Municipality or Municipalities for a healthy environment, both in the aspect of management of the natural resources or those created. The performance of the respective Municipality in reaching this Result is closely related to the creation, expansion and maintenance of green areas, squares and other spaces for mobility and various activities of citizens. In order to measure the achievement of this Result, we obtain information from three indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **m2 per capita** |
| **7.1.1** | Area of public green spaces in m2 per capita | 4.24 |
| **7.1.2** | Area of public squares in m2 per capita | 1.22 |
| **7.1.3** | % of public spaces maintained on regular basis | 68.03 |

The Result aims to answer the question: how much has been achieved in creating sufficient public spaces for a healthy environment for citizens? Data analysis shows that the Result 7.1 is achieved at the rate of 2.68 m2 per capita. In achieving this Result, two indicators (7.1.1 and 7.1.2) have contributed by measuring in m2 per capita and one indicator (7.1.3), measuring the percentage. The data show that Kosovo citizens live in an environment of 4.24 m2 per capita of green spaces.

**Interpretation**

Municipalities have shown two levels of performance in this Field. The first level was measured by m2 per capita, with achievement of 4.24 m2 per capita and the second level was measured by percentage, with the achievement of 68.03%. Interpretation of performance in this field is more complicated because it is measured by two measurement units incomparable between them. However, the performance of Municipalities can be understood based on the analysis and descriptions in the paragraph above. Given the problems encountered, Municipalities are recommended to clearly define the green spaces and public squares in their municipal regulatory plans. Also, it is noticed a need of more care for these spaces and full documentation when reporting data for these indicators of this Field. The MLGA should look for the possibility of unification of measurement units to measure the performance of this Result in this Field. Being with different measuring units and with different variables, understanding of achievements and graphic presentation of result is difficult.

* 1. **Road infrastructure**

The information produced by measuring the performance of this field has an important role in improving municipal services in the field of road infrastructure. The development of road infrastructure improves the connection of settlements and stimulates the growth of opportunities for economic activity, thus enabling economic and social development at the municipal level. Municipal performance in this Field is measured by two Results: 1). *Expanded, paved, and maintained local road infrastructure, and 2). Safe local road infrastructure for citizens*.

Result (8.1.) The result represents the performance of the respective Municipality or Municipalities in providing safe municipal road infrastructure for the movement of citizens. Safe road infrastructure implies the construction of spaces and other protective and guiding means along the road, such as: sidewalks, lighting, signalling and roadside guard rails along and around the roads that help and ensure the movement of citizens (pedestrians) along the roads with vehicle traffic. In order to measure the performance of this Result, we obtain information from two indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **8.1.1** | % of paved local roads | 66.40 |
| **8.1.2** | % of maintained local roads | 62.71 |

The Result aims to answer the question: how much has been achieved in pavement and maintenance of local public roads? Road expansion, paving and maintenance (Result 8.1) has marked an average achievement of 64.56 %. Based on the analysis, we realize that from the overall roads in the Municipalities, only 66.40 % of them have been paved and almost the same length of paved municipal roads are regularly maintained or 62.71 % of them. Assessments made show that good road maintenance is more commonly understood as their summer and winter cleaning and lesser is included their repairs (maintenance) according to the definitions in official documents.

Result (8.2.) represents the performances of the respective Municipality or Municipalities in providing municipal road infrastructure, which means the construction of spaces and other protective and direction means along the road, such as: sidewalks, lighting, signalling and roadside guard rails along and around the roads that help and ensure the movement of citizens (pedestrians) along the roads with vehicle traffic. In order to measure the performance of this Result, we obtain information from three indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **8.2.1** | % of length of local roads with sidewalks | 17.85 |
| **8.2.2** | % of length of local roads with public lighting | 30.55 |
| **8.2.3** | % of length of local roads with signalling | 45.21 |

The Result aims to answer the question: how much has been achieved in ensuring safe local roads for the citizens? Data analysis shows that the Result achievement is 30.53 %. Three indicators (8.2.1; 8.2.2 and 8.2.3) have contributed to the achievement of this Result, with a low rate. From the values of these three indicators we can understand that the safety of citizens on the street with the construction of sidewalks on the part of the Municipalities is quite low (17.85 %) and slightly better is their safety with public lighting (30.55%). Orientation of citizens on the roads is of moderate level 45.21%.

**Interpretation**

In this field, the Municipalities have shown the following levels of performance: indicator 8.2.1, % of length of local roads with sidewalks 18.24%. Indicator 8.2.2, % of length of local roads with public lighting 30.55%. Indicator, 8.2.3, % of length of local roads with signalling 45.21%, % of the length of local roads with sidewalks 17.85%.

* 1. **Municipal public transport**

Creation of the sufficient space for parking of vehicles includes all public and private spaces designated or allowed and marked with vertical and horizontal signalling for the parking of vehicles in so called public or private parking lots and all permitted parking places and marked for individual parking of the vehicles in the designated part of the road or public space. The performance of Municipalities in this field is measured by one Result: 1). *The provision of public transport for all the settlements of the respective Municipality.*

Result (9.1.) represents the performance of the respective Municipality or Municipalities in providing local public and safe transport for all settlements of the respective municipal territory. Provision of local public transport means the possibility for all citizens of all settlements in the territory of the respective Municipality to be transported by local (municipal) transport safely to the destination within the territory of the Municipality. In order to measure the performance of this Result, we obtain information from two indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **9.1.1** | % of implementation of the municipal plan for local public transport | 61.72 |
| **9.1.2** | % of settlements covered with local public transport | 72.16 |
| **9.1.3** | % of the marked stops for public transport vehicles | 48.40 |

The Result aims to answer the question: to what extent is the public transport provided for all the settlements of the respective Municipality. The provision of public transport for the settlements of Municipalities is 59.98 %. This is a moderate performance of Municipalities, close to 3% below the country's average. The distribution of indicator values implies that the coverage of settlements in public transport is in fact 72.16%, indicating the priority of the Municipalities in this respect, but the implementation of the municipal public transport plan is 61.72%, whereas the signalling of bus-stops for vehicles of public transport is only 48.40%. The two latest indicators have lowered the overall performance of this Result.

* 1. **Public parking lots**

The information produced by measuring the performance of this field has an important role to play in improving municipal services in the field of road infrastructure and local public transport. This field is closely related to the performance in the field of road infrastructure. The development of road infrastructure improves the connection of settlements with local public transport and facilitates the traffic of vehicles designated for the transportation of people and goods, directly affecting the growth of economic, educational, cultural, sports and health activities. The performance of Municipalities in this field is measured by one Result: 1). *Creation of sufficient spaces for parking of vehicles*.

Result (10.1.) represents the performance of the respective Municipality or Municipalities in providing sufficient space for parking vehicles in urban environments and urban neighbourhoods. Creation of sufficient spaces, whether in public or private property, in the view of parking service for vehicles of the citizens of the respective Municipality, but not only. In order to measure the achievement of this Result, we obtain information from four indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **10.1.1** | Number of parking lots for the parking of motor vehicles | Average in Kosovo 11.80 |
| **10.1.2** | % of parking lots for parking vehicles in the territory of the municipality | 7.86 |
| **10.1.3** | % of Taxi designated parking lots | 42.54 |
| **10.1.4** | % of parking's` with available parking lots for people with disabilities | 41.02 |

The Result aims to answer the question: how much space has been provided for the parking of vehicles in the territory of Municipalities. Provision of sufficient space for parking of vehicles is achieved to the level 30.47 % . This is a very low achievement of municipal performance. While the achievements for parking lots designated for Taxi (42.54%) and parking lots reserved for persons with disabilities (41.02%) have achieved a moderate performance, the number of parking lots for vehicles registered in the respective Municipalities is quite low, only 7.86%. This indicator influenced the reduction in the performance of Municipalities in this field. Within this field there is also one indicator, which measures the number of parking lots for each Municipality. This indicator is measured by number as a measurement unit and not by percentage. This prevented the calculation of this indicator in obtaining the average of the performance in this field. The performance average at the country level for this indicator is 11.80 parking lots per Municipality.

* 1. **Supply with drinking water**

The supply with drinking water includes the provision of necessary water resources, construction of the water supply system, coverage of all settlements and households and businesses into the system, continuous monitoring of the water quality and quantity, determination of the fee for payment of drinking water supply and settlement of obligations by citizens who use drinking water provided by the respective Municipality or company licensed by the respective Municipality and the relevant line ministry (MESP). The performance of Municipalities in this field is measured by the following three Results: *1).* *Inclusion of all citizens in the drinking water system; 2). Sustainable supply with drinking water; 3). Supply of citizens with drinking water according to standards.*

First Result (11.1) represents the performance of the respective Municipality or Municipalities in including all citizens in the water supply system or drinking water supply. Inclusion of all citizens in the drinking water system means the construction of the water supply system from the drinking water source to each settlement and each household or business. In order to measure the performance of this Result, we obtain information from three indicators

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **11.1.1** | % of implementation of the water supply system construction and maintenance  plan | 68.42 |
| **11.1.2.** | % of settlements connected to the water supply system | 60.35 |
| **11.1.3** | % of households connected to the drinking water supply system | 67.90 |

The Result aims to answer the question: what is the extent of the inclusion of all citizens in the drinking water system? Data analysis shows that the Result 11.1. or the inclusion of citizens in the drinking water system has reached the level of 64.95%, with the highest achievement being recorded in the inclusion of businesses in the drinking water system with 68.42%, then the inclusion of settlements in the system with 60.35 % and 67.90% households involved in the water supply system. Municipalities have achieved moderate to high level results with regards to the inclusion of citizens in the drinking water system.

Second Result (11.2) represents the achievements of the respective Municipality in the regular supply of all citizens with drinking water. Sustainable supply with drinking water means ensuring sufficient quantity and quality of drinking water without interruption. Capacity building for sustainable drinking water supply is closely related with the management capacities of the respective public and municipal companies on the one hand, and the participation of the citizens in the settlement of their obligations. In order to measure the performance of this Result, we obtain information from three indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **11.2.1** | % of days per year with constant drinking water supply | 81.86 |
| **11.2.2.** | % of consumed water billing | 50.02 |
| **11.2.3** | % of payment from billed water | 61.92 |

The Result aims to answer the question: how much is achieved the regular supply of citizens with drinking water? Data analysis shows that citizens are regularly supplied with drinking water, up to the rate of 65.10%. The highest achievement recorded in uninterrupted supply of drinking water was (81.86%) and in payment of water billed (50.02%). Moderate achievement is recorded in the payment of billed water (61.92%).

Third Result (11.3) reflects the supply of citizens with quality drinking water or according to the standards set by the IPH, and is the main Result of this field. The Result reflects the performance of the respective Municipality in providing the supply of drinking water with the required quality and not in the amount of drinking water. The fulfilment of Results 11.1 and 11.2 helps considerably in achieving this Result. In order to measure the achievement of this Result, we obtain information from one indicator:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **11.3.1** | % of water samples that meet the standards of drinking water | 89.08 |

The Result aims to answer the question: how much is achieved the supply of quality drinking water according to standards? Data analysis shows that citizens were supplied with quality and healthy water at the rate of 89.08 %. The performance of the Result is the direct output of achievement of the single indicator, which has the same value 89.08 %. This shows that the citizens are being supplied with relatively qualitative drinking water.

* 1. **Sewerage**

Sewerage system includes the entire network intended for collection of wastewater and storm waters, which are extended from each household, institutional and business economy, alongside the water supply system and mainly along the roads of the respective settlements, to a depth that does not hinder the traffic, up to the discharging site. The performance of Municipalities in this field is measured by two Results: *1).* *Inclusion of all citizens in the sewerage system and 2). Wastewater treatment.*

First Result (12.1) represents the performance of the respective Municipality in the inclusion of all citizens in the sewerage system. Inclusion of all citizens in the wastewater system means the construction of wastewater collection channels of each respective economy, up to the discharging point, into the river, in septic tank or wastewater treatment plant. In order to measure the level of performance in this Result, we obtain information from three indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value/ %** |
| **12.1.1** | % of implementation of the plan for construction and maintenance of the  wastewater system | 73.44 |
| **12.1.2.** | % of settlements included in the wastewater system | 68.37 |
| **12.1.3** | % of economies included in the wastewater system | 69.39 |

The Result aims to answer the question: how much is achieved the inclusion of all citizens in the wastewater system? Data analysis shows that the Result 12.1. or the inclusion of citizens in the wastewater system, was reached up to 69.39 %, and the highest achievement is recorded in the implementation of the plan for construction and maintenance of the wastewater system with 73.44 %, then the inclusion of settlements in the wastewater system with 68.37 % and the inclusion of economies in the wastewater system with 69.39%,.

Second Result (12.2) represents the performance of the respective Municipality in the inclusion of settlements in the wastewater system network for wastewater treatment or in the process of processing and cleaning in the respective factories or plants. Wastewater treatment means passing of wastewater/sewage through a number of physical, biological and chemical filters in the wastewater treatment plant or production of biologically and chemically pure water, before it is discharged into rivers or streams, or before it is used for other purposes in the household, institutional or business economy. In order to measure the performance of this Result, we obtain information from two indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **12.2.1** | % of implementation of the planned projects for wastewater treatment | 20.20 |
| **12.2.2.** | % of settlements with wastewater treatment | 27.97 |

The Result aims to answer the question: how much was achieved in regards to capacity building for the wastewater treatment system and the inclusion of settlements in this system? Data analysis shows that Municipalities have managed to build capacities and include 23.26 % of settlements in this system. The highest achievement was recorded in the inclusion of settlements in the system 28.27 %), rather than in the implementation of waste water treatment capacity projects 20.20 %).

* 1. **Waste management**

Waste management includes the collection of all types of waste (paper, plastic, glass, iron, wood, ash, textile and food etc.), generated by households and institutional, commercial economies (businesses), as well as their disposal in suitable places, outside of settlements and according to professional guidelines for this purpose. Municipal performance in this field is measured by three Results: *1).* *Inclusion of all citizens in the waste collection system; 2). Provision of sustainable waste collection services; 3). Waste disposal.*

First Result (13.1) represents the performance of the respective Municipality in the inclusion of all citizens or of all waste-generating economies in their collection system. The ultimate goal is the waste collection from the entire territory of the respective Municipality, but the service is currently provided only at the relevant collection points close to the respective economies rather than the collection of waste outside these collection points. In order to measure the performance of this Result, we obtain information from three indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **13.1.1** | % of implementation of the municipal waste management plan | 72.39 |
| **13.1.2.** | % of settlements included in the waste collection system | 79.51 |
| **13.1.3** | % of economies that have access to the waste collection system | 65.69 |

The Result aims to answer the question: What is the extent of the inclusion of all citizens and economies in the waste collection system? Data analysis shows that the Result 13.1. or the involvement of citizens in the waste collection system was reached at 72.26 %, where the highest performance was recorded in the inclusion of settlements in the waste collection system with 79.51 %, then the implementation of municipal waste management plan (72.39 %) and the lowest achievement was the inclusion of economies in the waste collection system with 65.69 %. Municipalities have shown moderate and high performance of citizen inclusion on the waste collection system.

Second Result (13.2) represents the performance of the respective Municipality in the regular provision of waste collection service for all citizens. Provision of sustainable waste collection service means collection of wastes according to a specified daily or weekly schedule from the collection points of the relevant generating economies in the entire territory of the respective Municipality. In order to measure the achievement of this Result, we obtain information from two indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **13.2.1** | % of implementation of the waste collection schedule | 97.60 |
| **13.2.2.** | % of collection of waste collection fees | 69.36 |

The Result aims to answer the question: How much has been achieved in the sustainable provision of waste collection service for the citizens? Data analysis shows that this service has been provided for up to 83.31%, which can be considered as high performance in providing this service. The highest achievement was recorded in the implementation of the waste collection schedule (97.60 %), then, high achievement was also recorded for the level of collection of fees for waste collection (69.36 %) or close to 3% more than water fees. Although the values of the indicators on waste collections show a high level performance, the environment is not cleaned in accordance with the performance level. The MPMS unfortunately does not measure the level of waste generation from the source, but only the part of the collected waste and a part of the waste produced remains uncollected and not disposed. This makes this Result to be at limited rate of full measurement of this service.

Third Result (13.3) represents the performance of the respective municipality in administering the final link of the waste management cycle. Waste disposal means the placement of collected waste in special locations, away from the settlements of the respective Municipality, built according to the relevant geographic, technical and biological criteria to protect the environment and human health from waste pollution. In order to measure the achievement of this Result, we obtain information from one indicator:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Kg/ per capita** |
| **13.3.1** | The amount of waste disposal in kilograms per capita | 198.95 |

The Result aims to answer the question: how much waste has been disposed in one year by the Municipalities? Data analysis shows that the respective waste management companies have deposited a total of 340.071.552 kg. waste or 198.95 kg. per capita. Measuring of the amount of waste disposal is not very difficult, but the problem is measuring of the amount of waste generated.

* 1. **Environmental Protection**

Environmental protection implies actions of the respective Municipality for the protection and preservation of the natural and (urban and rural) vital environment from damage, degradation or contamination as a result of human activity or natural impact. Environmental protection includes all actions planned with the Local Environmental Action Plans and environmental programs, which should be in compliance with the Kosovo Environmental Action Plan, which concerns the protection of all environmental types from all actions and materials that endanger the environment in the respective Municipality. Municipal performance for this field is measured through one result: *1). Establishing a clean and sound environment.*

First result (14.1) represents the performance of the respective Municipality in establishing a clean and sound environment for all citizens. This is the ultimate goal of the action of the local, central and wider public authorities. Establishing a clean and sound environment means taking the necessary measures through the Municipal Environmental Action Plan for Environmental Protection from any damage, degradation or contamination, taking necessary measures for preserving and advancing the environment which is not damaged and taking the necessary measures to restore the environment to a natural, clean and sound environment for the citizens. In order to measure the performance of this Result, we obtain information from three indicators:

|  |  |  |
| --- | --- | --- |
| **Ref.** | **Indicator** | **Value / %** |
| **14.1.1** | % of implementation of Local Environment Action Plan | 67.22 |
| **14.1.2** | % of issued municipal environmental permits | 33.55 |
| **14.1.3** | % of new buildings that have applied municipal environmental permit | 87.10 |
| **14.1.4** | % of regulated environmental areas | 46.92 |

# This result intends to answer the question: to what extent have municipalities managed to establish a clean and sound environment? Data analysis indicate that this Result (14.1) was achieved at 58.49 % (moderate performance level), wherein the highest achievement was recorded in the implementation of the local environmental permits (87.10% ), then in the implementation of the environmental local action plan, with 67.22%, whereas the lowest performance was recorded in the regulated environmental areas 46.92% and the lowest, the issuance of municipal environmental permits with 33.55 %.

# Overall performance by municipalities

Indicators represent the main calculation and information grounds for the Results achievement level. Indicators provide sufficient information to allow municipalities and other stakeholders to measure or evaluate their performance in providing services in the respective fields. MPMS has a total of 64+12 indicators, of which 64 are measured and are part of this report. Indicator 1.13 was not measured due to the lack of the relevant electronic program. We have elaborated the values of each indicator within each Result and Field in chapter 5. While in the subchapter above we have described in detail the overall achievements of the results by respective fields through the indicators, in this subchapter we will treat the achievements of overall performance by municipality. See chart. 18.

* 1. **Overall performance achievements by municipalities**

Municipalities, for 2017, have achieved an overall performance of 59.53%. The overall performance achievement by municipalities and the ranking of municipalities according to their achievement begins with the municipality of Mamusha (lowest achievement 34.56%) and ends with the municipality of Junik (highest achievement 77.71%). Interesting fact is that both Mamusha and Juniku are new municipalities, established after the declaration of Kosovo's independence. Result tells us that establishment of new municipalities cannot be judged for failure. Out of the 35 municipalities surveyed, most of them (24) have shown mid-level performance and lie on both sides of the Kosovo average (59.53%). The achievement values have assumed an approximately cylindrical shape, indicating high degree of sustainability in measurement and achievement of municipalities. This indicates a uniform performance, without major differences from one municipality to another. Furthermore, analysis indicate that the largest number of municipalities (20) have achieved performance above the country's average. A uniform performance achievement is also observed by the relevant performance system categories: indicators; outcomes and related fields.

Based on the overall classification, there is 1 new (small) municipality with higher performance - Junik with 79.68 % and there are 4 large municipalities, (Gjilan, Prishtina, Ferizaj and Peja) and medium municipality (Fushe Kosove) that have high-performance achievements. As the capital is this group of municipalities. Municipaliti of Leposavic are included in the calculation only for new indicators, where as a result, they are in red colour.

Comparison of municipal performance in 2017 with the performance of municipalities in 2016 shows that overall performance of municipalities in 2017 is higher by 1.15%, the comparison is also reflected in graphical form, see graph. 19.

If we see the chart above, then we notice that there has been overall service performance growth in 23 municipalities in the country, while 11 others have marked a decrease in the provision of general public services. In some municipalities, the differences are noticeably extreme, which can be seen in the chart above, from the municipalities that have extreme differences in stagnation of service delivery are the municipalities of Shtime, Gjakova and Shtërpcë. It is very important that in 2017, none of the country's municipalities are part of the low category of service provision for citizens.

According to the data, the following municipalities have had a general increase of performance in 2017: Junik, Fushë Kosovë, Dragash, Gjilan, Prishtina, Gllogoc, Decan, Peja, Podujeva. These are the municipalities that have marked a significant increase compared to 2016. Whereas the other part of municipalities does not have very large differences. It is important to note that the municipality of Junik has marked an increase in the provision of overall public services with a difference of 6.1% more than in 2016. Whereas the municipality of Shterpce has marked the most extreme decrease with 22.3% lower than in 2016.

From the above mentioned, a commitment of some municipalities to improve the provision of general services to citizens has been noted, but this has been missing in some other municipalities which have marked an extreme decline compared to last year.

In addition to the general comparisons, the comparisons for each indicator that are part of the specific MPMS services have also been included in the report, with the main purpose of achieving the high-level results of the provision of public services.

# Data documentation

As regards the data documentation level, municipalities have shown a more pronounced scaling than that of performance, but with no extreme results. The analysis shows that the range of data documentation results is very wide, from 0 to 100.00%. It is worth mentioning that the majority of municipalities (22) belong to the group of municipalities with a high documentation level (70 - 100.00), followed by the group of municipalities (7 municipalities) with moderate documentation level (43.80 - 64.01%), while the smallest number of municipalities (5) belongs to the group of municipalities with a low documentation level (0 - 27.50%). The ranking of municipalities with a high documentation level is not the same as the ranking of municipalities by performance.

The highest level

of data documentation has been recorded by these municipalities: Ferizaj, (100.00%) Novoberda (98.04%), Shterpce (96.09%), Malisheva (96.09%), Dragash (96.09%), Gjilan (95.03% , Podujeva (93.08%), Kamenica (92.02%), Kaçanik (90.06%), Junik (89.01%). For the level of documentation, we can generally say that the high performance of municipalities is not followed to a large extent with a high level of documentation.

|  |  |
| --- | --- |
| 7 | Recommendations |

Numerous data have been collected and analysed. During this process, strengths and weaknesses have been identified, which you will find summarized with a number of difficulties faced by the MPMS implementation. All the identified difficulties are summarized in several main pillars, which we will list below:

1. Lack of functionalization of the MPMS electronic program. In the absence of the program, the procedures and the work of reporting data from the municipalities to the DMP were hampered. Likewise, due to the lack the program, much information could not be extracted manually or through an alternative system with Excel. In particular, the individual reports of municipalities have been difficult to be extracted.
2. Another difficulty was the replacing of some municipal performance coordinators from the respective municipalities.
3. Failure to achieve a substantial training for municipal performance officers and coordinators by MLGA.
4. The difficulty of documenting the data reported by the municipalities. Municipalities, and not only, still have problems in documenting completed works and implementing work plans.
5. Lack of professional capacities within the Division of Municipal Performance, in accordance with the requirements of MPMS.

From the data presented in this report, state institutions, municipalities, donors, civil society organizations and all actors involved in the field of local self-government should take into consideration the following recommendations:

•             To municipalities should be provided support in the field of parking spaces for motor vehicles, human rights and social and family services, sewage management,  regulation and maintenance of road infrastructure;.

•             Municipal performance should be increased in ensuring equality and protection from discrimination; wastewater treatment; provision of social and family services; ensuring citizens in streets and provision of anticorruption measures in the municipal administration.

•             Information between municipalities with high discrepancies of achieving results in sectoral areas should be exchanged, in order to exchange good practices, policies and strategies for higher performance in certain sectoral areas.

•             Support should be provided to 8 out of 10 municipalities with the lowest community-led performance to increase the performance of these municipalities at a comparable level with other municipalities, to improve municipal services in these municipalities and address the needs of citizens.

•             To allocate sufficient budget, resources, staffing as well as sufficient expertise in areas where municipalities have a lack of performance.

•             Ministries should provide support in the certain sectors they cover, which have been identified as a priority with this report.

•             Successful municipal performance should continue in addressing citizens' requests, reviewing and providing services as needed.

•             The electronic system for measuring municipal performance needs to be developed, sufficient and sustainable municipal resources to be allocated for performance measurement, and indicators for measuring the quality of future service provision should be developed.

•             The number of girls and women in political positions in the municipalities, should be increased.

# Annex 1

Individual performance data of municipalities/

Indicators

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Treguesi** | Deçan | Dragash | Ferizaj | Fushe Kosovë | Gjakovë | Gjilan | Gllogoc | Graçanicë | Hani Elezit | Istog | Junik |
| 1.1.1 | 74.21 | 71.96 | 90.28 | 74.22 | 76.08 | 93.02 | 100.00 | 99.71 | 99.91 | 98.18 | 100.00 |
| 1.1.2 | 100.00 | 100.00 | 100.00 | 100.00 | nuk ka te dh | 100.00 | 99.87 | nuk ka te dh | 99.91 | nuk ka te dh | 100.00 |
| 2.1.1 | 96.15 | 50.00 | 100.00 | 38.46 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| 2.1.2 | 100.00 | 92.31 | 3.67 | 100.00 | 88.89 | 88.00 | 23.53 | 2.78 | 25.00 | 100.00 | 90.63 |
| 2.1.3 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| 2.1.4 | 100.00 | 100.00 | 100.00 | 0.00 | 50.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| 2.2.1 | 92.00 | 100.00 | 0.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 |
| 2.2.2 | 93.75 | 100.00 | 0.00 | 100.00 | nuk ka te dh | 98.45 | 100.00 | 100.00 | 0.00 | 11.61 | 100.00 |
| 2.2.3 | 100.00 | 100.00 | 100.00 | 100.00 | 60.00 | 100.00 | 100.00 | 100.00 | 20.00 | 100.00 | 100.00 |
| 2.2.4 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 |
| 2.2.5 | 100.00 | 100.00 | 89.09 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| 2.2.6 | 90.00 | 100.00 | 85.00 | 85.00 | 0.00 | 100.00 | 100.00 | 45.00 | 0.00 | 100.00 | 90.00 |
| 2.3.1 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| 2.3.2 | 100.00 | 100.00 | 75.00 | 0.00 | 0.00 | 100.00 | 100.00 | 100.00 | 75.00 | 100.00 | 100.00 |
| 2.3.3 | 65.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00 | 100.00 | 100.00 |
| 2.3.4 | 100.00 | 90.00 | 90.00 | 10.00 | 90.00 | 100.00 | 100.00 | 30.00 | 90.00 | 100.00 | 100.00 |
| 2.4.1 | 75.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 100.00 |
| 2.4.2 | 0.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 | 0.00 | 0.00 | 100.00 | 0.00 |
| 3.1.1 | 0.62 | 0.83 | 0.24 | 0.55 | 0.29 | 0.23 | 0.23 | 0.19 | 0.45 | 0.53 | 3.85 |
| 3.1.2 | 42.65 | 12.71 | 12.72 | 58.98 | 57.58 | 47.16 | 44.91 | 47.65 | 33.33 | 49.63 | 39.10 |
| 3.1.3 | 0.37 | 24.31 | 0.89 | 12.71 | 1.72 | 6.81 | 0.00 | 3.20 | 0.45 | 4.24 | 0.00 |
| 3.1.4 | 59.83 | 27.87 | 14.74 | 42.86 | 23.31 | 33.29 | 69.91 | 7.22 | 39.64 | 13.11 | 46.15 |
| 3.1.5 | 16.67 | 20.00 | 3.79 | 21.43 | 48.00 | 16.67 | 40.00 | 30.95 | 11.11 | 15.38 | 20.00 |
| 3.2.1 | 6.00 | 66.67 | 14.74 | 100.00 | 46.00 | 77.63 | 7.02 | 90.00 | 100.00 | 32.43 | 0.00 |
| 3.2.2 | 1.10 | 3.54 | 3.78 | 2.38 | 1.02 | 1.17 | 2.09 | 4.37 | 8.91 | 5.23 | 1.22 |
| 3.2.3 | 80.00 | 12.50 | 0.00 | 100.00 | 13.89 | 51.72 | 10.26 | 13.79 | 0.00 | 0.00 | 0.00 |
| 3.2.4 | 80.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 | 0.00 | 50.00 | 100.00 | 100.00 |
| 3.3.1 | 85.00 | 100.00 | 100.00 | 100.00 | 50.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 94.00 |
| 3.3.2 | 100.00 | 100.00 | 83.33 | 100.00 | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 |
| 3.3.3 | 100.00 | 100.00 | 75.00 | 0.00 | 0.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 10.00 |
| 4.1.1 | 57.14 | 100.00 | 55.56 | 100.00 | 100.00 | 74.00 | 100.00 | 90.84 | 84.62 | 76.19 | 98.21 |
| 4.2.1 | 80.00 | 71.88 | 94.90 | 100.00 | 67.20 | 88.48 | 81.25 | 90.42 | 89.19 | 76.19 | 100.00 |
| 4.2.2 | 27.75 | 11.77 | 44.29 | 30.30 | 62.40 | 55.34 | 86.29 | 100.00 | 29.35 | 4.39 | 76.43 |
| 5.1.1 | 71.43 | 77.78 | 100.00 | 0.00 | 77.78 | 84.62 | 100.00 | 0.00 | 100.00 | 85.71 | 95.65 |
| 5.1.2 | 97.59 | 100.00 | 75.76 | 100.00 | 100.00 | 98.43 | 100.00 | 100.00 | 94.74 | 100.00 | 100.00 |
| 6.1.1 | 33.33 | 100.00 | 1.95 | 6.63 | nuk ka te dh | 3.73 | 2.00 | 35.72 | 54.70 | 100.00 | 7.03 |
| 6.2.1 | 100.00 | 76.47 | 86.44 | 70.69 | nuk ka te dh | 93.90 | 91.67 | 92.00 | 66.67 | 96.77 | 88.89 |
| 6.2.2 | 100.00 | 100.00 | 100.00 | 100.00 | nuk ka te dh | 100.00 | 61.18 | 45.22 | 100.00 | 75.00 | 100.00 |
| 6.2.3 | 100.00 | 65.00 | 99.03 | 100.00 | nuk ka te dh | 89.87 | 42.31 | 6.25 | 66.67 | 75.00 | 100.00 |
| 7.1.1 | 0.41 | 8.82 | 2.49 | 3.73 | 1.29 | 1.29 | 7.78 | 4.27 | 3.31 | 6.87 | 4.11 |
| 7.1.2 | 0.50 | 5.88 | 0.29 | 0.39 | 0.24 | 0.24 | 0.25 | 0.18 | 3.31 | 3.82 | 0.18 |
| 7.1.3 | 100.00 | 40.00 | 100.00 | 100.00 | 100.00 | 60.29 | 100.00 | 47.03 | 40.42 | 2.11 | 0.00 |
| 8.1.1 | 37.94 | 80.00 | 81.91 | 88.51 | 62.00 | 73.58 | 53.36 | 49.57 | 84.43 | 64.69 | 94.63 |
| 8.1.2 | 37.94 | 80.00 | 100.00 | 44.74 | 34.55 | 95.89 | 95.16 | 49.57 | 84.43 | 73.43 | 94.63 |
| 8.2.1 | 8.38 | 20.83 | 35.33 | 34.62 | 20.00 | 21.69 | 15.25 | 41.34 | 14.99 | 14.32 | 22.64 |
| 8.2.2 | 12.72 | 10.83 | 42.59 | 71.50 | 40.15 | 69.47 | 6.05 | 79.62 | 51.18 | 6.22 | 34.04 |
| 8.2.3 | 100.00 | 50.00 | 69.77 | 88.51 | 8.45 | 37.28 | 53.36 | 100.00 | 84.43 | 33.22 | 94.63 |
| 9.1.1 | 71.43 | 100.00 | 100.00 | 0.00 | 88.24 | 100.00 | 100.00 | 0.00 | 0.00 | 70.00 | 100.00 |
| 9.1.2 | 91.89 | 100.00 | 97.78 | 93.75 | 65.91 | 85.71 | 100.00 | 0.00 | 54.55 | 90.00 | 100.00 |
| 9.1.3 | 29.41 | 50.00 | 54.55 | 85.71 | 32.58 | 55.88 | 3.01 | 0.00 | 66.67 | 75.00 | 100.00 |
| 10.1.1 | 1.00 | 4.00 | 19.00 | 10.00 | 14.00 | 17.00 | 14.00 | 15.00 | 4.00 | 4.00 | 3.00 |
| 10.1.2 | 0.68 | 8.33 | 3.42 | 4.17 | 4.08 | 6.54 | 6.64 | 31.56 | 52.71 | 1.69 | 10.83 |
| 10.1.3 | 15.38 | 18.18 | 20.21 | 33.33 | 62.50 | 36.47 | 100.00 | 18.18 | 100.00 | 26.92 | 100.00 |
| 10.1.4 | 100.00 | 20.00 | 57.14 | 50.00 | 7.14 | 100.00 | 100.00 | 0.00 | 75.00 | 50.00 | 100.00 |
| 11.1.1 | 75.00 | 100.00 | 40.00 | 100.00 | 81.82 | 66.67 | 100.00 | 100.00 | 100.00 | 60.00 | 100.00 |
| 11.1.2 | 89.19 | 16.00 | 95.56 | 87.50 | 62.50 | 66.67 | 35.71 | 75.00 | 63.64 | 96.00 | 100.00 |
| 11.1.3 | 73.18 | 86.47 | 98.35 | 90.57 | nuk ka te dh | 80.60 | 42.30 | 63.68 | 68.00 | 89.90 | 100.00 |
| 11.2.1 | 98.25 | 90.96 | 97.81 | 82.19 | 100.00 | 76.71 | 94.52 | 100.00 | 71.23 | 91.00 | 100.00 |
| 11.2.2 | 88.83 | 100.00 | 43.39 | 100.00 | 60.60 | 83.37 | 46.20 | 53.49 | 0.00 | 100.00 | 57.47 |
| 11.2.3 | 8.63 | 91.20 | 86.50 | 89.42 | 81.89 | 89.18 | 74.44 | 74.93 | 0.00 | 77.63 | 87.09 |
| 11.3.1 | 100.00 | 100.00 | 99.56 | 98.26 | 100.00 | 99.00 | 100.00 | 100.00 | 50.00 | 90.09 | 100.00 |
| 12.1.1 | 66.67 | 100.00 | 42.86 | 100.00 | 50.00 | 87.50 | 100.00 | 85.00 | 100.00 | 50.00 | 100.00 |
| 12.1.2 | 32.43 | 100.00 | 95.56 | 100.00 | nuk ka te dh | 52.38 | 97.62 | 100.00 | 100.00 | 40.00 | 100.00 |
| 12.1.3 | 41.81 | 95.43 | 97.65 | 99.70 | nuk ka te dh | 58.05 | 74.72 | 75.53 | 93.93 | 32.84 | 99.67 |
| 12.2.1 | 20.00 | 100.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00 | 75.00 | 100.00 |
| 12.2.2 | 32.43 | 100.00 | 95.56 | 18.75 | 62.50 | 9.52 | 97.62 | 0.00 | 0.00 | 0.00 | 100.00 |
| 13.1.1 | 50.00 | 44.44 | 55.00 | 100.00 | nuk ka te dh | 70.00 | 100.00 | 80.00 | 100.00 | 100.00 | 100.00 |
| 13.1.2 | 94.59 | 69.44 | 64.44 | 100.00 | 65.91 | 54.76 | 100.00 | 100.00 | 90.91 | 64.00 | 100.00 |
| 13.1.3 | 74.69 | 68.05 | 0.42 | 93.97 | nuk ka te dh | 71.40 | 58.88 | 67.02 | 70.01 | 59.60 | 77.55 |
| 13.2.1 | 100.00 | 98.41 | 100.00 | 100.00 | 100.00 | 100.00 | 99.73 | 100.00 | 100.00 | 98.63 | 100.00 |
| 13.2.2 | 93.85 | 80.69 | 88.60 | 82.51 | 93.04 | 82.33 | 70.45 | 29.56 | 84.97 | 79.83 | 100.00 |
| 13.3.1 | 86.98 | 162.69 | 176.88 | 499.34 | 119.78 | 21.95 | 105.74 | 337.24 | 110.88 | 15.45 | 46.09 |
| 14.1.1 | 75.00 | 61.54 | 97.96 | 81.25 | nuk ka te dh | 100.00 | 0.00 | 54.55 | 40.00 | 100.00 | 100.00 |
| 14.1.2 | 52.63 | 100.00 | 48.04 | 65.85 | 18.81 | 17.53 | 13.64 | 7.61 | 0.00 | 45.83 | 50.00 |
| 14.1.3 | 100.00 | 100.00 | 100.00 | 100.00 | nuk ka te dh | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 |
| 14.1.4 | 100.00 | 65.00 | 100.00 | 6.36 | nuk ka te dh | 100.00 | 67.48 | 0.00 | 25.49 | 43.24 | 65.12 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Treguesi** | Kamenicë | Kaqanik | Klinë | Kllokot | Lipjan | Malishevë | Mamushë | Mitrovicë | Novobërdë | Obiliq | Partesh | Peje |
| 1.1.1 | 74.15 | 98.83 | 96.81 | 93.03 | 91.09 | 92.54 | 99.97 | 69.65 | 96.42 | 56.88 | 100.00 | 98.45 |
| 1.1.2 | 100.00 | 100.00 | 96.70 | 96.78 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 99.72 |
| 2.1.1 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 5.88 | 100.00 | 87.50 | 100.00 | 100.00 | 100.00 |
| 2.1.2 | 80.00 | 100.00 | 27.78 | 20.00 | 92.59 | 40.32 | 11.54 | 6.67 | 9.09 | 5.88 | 7.14 | 100.00 |
| 2.1.3 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 50.00 | 100.00 | 100.00 |
| 2.1.4 | 100.00 | 100.00 | 50.00 | 0.00 | 100.00 | 50.00 | 0.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| 2.2.1 | 100.00 | 100.00 | 100.00 | 100.00 | 81.48 | 100.00 | 0.00 | nuk ka te dh | 0.00 | 100.00 | 100.00 | 100.00 |
| 2.2.2 | 100.00 | 100.00 | 72.73 | 100.00 | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 79.09 |
| 2.2.3 | 80.00 | 100.00 | 80.00 | 100.00 | 100.00 | 80.00 | 0.00 | 20.00 | 20.00 | 100.00 | 100.00 | 100.00 |
| 2.2.4 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 50.00 | 50.00 | 20.00 | 0.00 | 100.00 | 50.00 | 100.00 |
| 2.2.5 | 7.69 | 100.00 | 81.90 | 0.00 | 98.53 | 100.00 | 100.00 | 100.00 | 100.00 | 84.62 | 100.00 | 100.00 |
| 2.2.6 | 80.00 | 100.00 | 85.00 | 90.00 | 100.00 | 80.00 | 15.00 | 0.00 | 100.00 | 95.00 | 15.00 | 100.00 |
| 2.3.1 | 0.00 | 100.00 | 100.00 | 60.00 | 100.00 | 100.00 | 100.00 | nuk ka te dh | 100.00 | 100.00 | 100.00 | 100.00 |
| 2.3.2 | 50.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 50.00 | 100.00 | 100.00 |
| 2.3.3 | 0.00 | 100.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | nuk ka te dh | 0.00 | 0.00 | 0.00 | 0.00 |
| 2.3.4 | 100.00 | 70.00 | 80.00 | 0.00 | 90.00 | 80.00 | 0.00 | 15.18 | 20.00 | 100.00 | 60.00 | 70.00 |
| 2.4.1 | 0.00 | 100.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | nuk ka te dh | 0.00 | 100.00 | 0.00 | 0.00 |
| 2.4.2 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 3.1.1 | 0.17 | 0.37 | 0.00 | 0.00 | 0.13 | 0.07 | 0.00 | 0.42 | 0.00 | 0.15 | 0.00 | 0.19 |
| 3.1.2 | 32.59 | 38.15 | 39.42 | 0.00 | 42.09 | 28.78 | 37.21 | 39.62 | 51.16 | 57.71 | 34.51 | 57.18 |
| 3.1.3 | 15.87 | 0.00 | 0.96 | 25.40 | 1.27 | 0.07 | 24.03 | 0.00 | 62.79 | 10.53 | 0.00 | 5.18 |
| 3.1.4 | 20.00 | 32.38 | 34.78 | 0.00 | 57.58 | 0.00 | 0.00 | 0.00 | 36.00 | 30.67 | 14.50 | 35.78 |
| 3.1.5 | 33.33 | 20.00 | 7.69 | 0.00 | 15.79 | 7.69 | 11.11 | 0.00 | 8.33 | 11.76 | 9.09 | 10.53 |
| 3.2.1 | 0.00 | 0.00 | 100.00 | 0.00 | 12.50 | 25.00 | 0.00 | 15.18 | 0.00 | 19.08 | 0.00 | 64.71 |
| 3.2.2 | 6.93 | 2.44 | 2.19 | 4.69 | 2.24 | 1.35 | 0.44 | 3.21 | 7.64 | 4.17 | 0.58 | 1.08 |
| 3.2.3 | 0.00 | 0.00 | 0.00 | 0.00 | 25.00 | 3.03 | 0.00 | 0.00 | 50.00 | 76.92 | 0.00 | 13.51 |
| 3.2.4 | 100.00 | 100.00 | 100.00 | 0.00 | 25.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 73.68 |
| 3.3.1 | 100.00 | 100.00 | 85.00 | 0.00 | 100.00 | 45.00 | 89.00 | nuk ka te dh | 7.00 | 50.00 | 100.00 | 100.00 |
| 3.3.2 | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | 80.00 | 0.00 | 0.00 | 0.00 | 3.03 | 0.00 | 85.71 |
| 3.3.3 | 100.00 | 0.00 | 100.00 | 0.00 | 100.00 | 0.00 | 0.00 | nuk ka te dh | 20.00 | 50.00 | 100.00 | 100.00 |
| 4.1.1 | 38.46 | 50.00 | 0.00 | 0.00 | 86.36 | 45.16 | 0.00 | 0.00 | 0.00 | 100.00 | 80.00 | 93.33 |
| 4.2.1 | 56.10 | 95.00 | 100.00 | 0.00 | 100.00 | 100.00 | 0.00 | 86.84 | 100.00 | 63.04 | 80.00 | 99.71 |
| 4.2.2 | 25.77 | 29.27 | 73.64 | 0.00 | 37.40 | 10.12 | 0.00 | nuk ka te dh | 15.60 | 44.55 | 24.65 | 100.00 |
| 5.1.1 | 83.33 | 62.50 | 83.25 | 0.00 | 80.00 | 42.86 | 0.00 | nuk ka te dh | 0.00 | 37.50 | 65.63 | 80.00 |
| 5.1.2 | 100.00 | 95.83 | 100.00 | 0.00 | 100.00 | 75.54 | 100.00 | 96.09 | 95.83 | 100.00 | 50.00 | 98.58 |
| 6.1.1 | 0.43 | 0.38 | 100.00 | 100.00 | 100.00 | 100.00 | 59.50 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 |
| 6.2.1 | 95.92 | 62.86 | 78.26 | 66.67 | 80.00 | 100.00 | 0.00 | 85.19 | 100.00 | 36.84 | 0.00 | 87.55 |
| 6.2.2 | 0.00 | 100.00 | 100.00 | 0.00 | 15.89 | 100.00 | 0.00 | nuk ka te dh | 100.00 | 100.00 | 100.00 | 100.00 |
| 6.2.3 | 0.00 | 88.00 | 42.35 | 0.00 | 89.66 | 100.00 | 0.00 | nuk ka te dh | 100.00 | 57.38 | 0.00 | 80.94 |
| 7.1.1 | 3.33 | 1.33 | 11.17 | 7.82 | 16.14 | 1.46 | 3.12 | 0.90 | 1.49 | 1.48 | 0.63 | 4.98 |
| 7.1.2 | 0.04 | 0.00 | 0.09 | 7.82 | 0.21 | 0.09 | 0.29 | 0.90 | 0.00 | 0.57 | 23.00 | 0.21 |
| 7.1.3 | 100.00 | 100.00 | 0.76 | 0.00 | 16.13 | 6.25 | 91.49 | 100.00 | 100.00 | 100.00 | 100.00 | 74.00 |
| 8.1.1 | 57.53 | 64.41 | 41.95 | 65.22 | 41.38 | 90.00 | 63.62 | 100.00 | 49.63 | 35.10 | 55.43 | 60.85 |
| 8.1.2 | 56.95 | 64.41 | 15.66 | 100.00 | 41.38 | 90.00 | 24.65 | 67.65 | 77.69 | 2.94 | 55.43 | 47.47 |
| 8.2.1 | 5.30 | 10.45 | 13.97 | 42.67 | 15.47 | 24.44 | 26.79 | 17.65 | 6.09 | 10.50 | 2.27 | 13.28 |
| 8.2.2 | 19.53 | 5.15 | 1.19 | 73.33 | 15.47 | 4.44 | 44.22 | 32.35 | 13.91 | 63.13 | nuk ka te dh | 26.31 |
| 8.2.3 | 13.72 | 16.18 | 0.00 | 100.00 | 19.33 | 72.00 | 17.40 | 100.00 | 0.00 | 23.92 | 7.50 | 44.57 |
| 9.1.1 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | 0.00 | 100.00 | 0.00 | 0.00 |
| 9.1.2 | 70.69 | 77.42 | 74.07 | 25.00 | 91.94 | 100.00 | 0.00 | 86.96 | 80.00 | 100.00 | 0.00 | 94.94 |
| 9.1.3 | 7.32 | 45.65 | 0.00 | 30.00 | 19.07 | 72.55 | 100.00 | 75.00 | 100.00 | 100.00 | 0.00 | 78.13 |
| 10.1.1 | 14.00 | 10.00 | 3.00 | 10.00 | 38.00 | 13.00 | 0.00 | 12.00 | 6.00 | 8.00 | 0.00 | 32.00 |
| 10.1.2 | 11.04 | 6.05 | 5.04 | 1.60 | 8.98 | 3.28 | 0.00 | 7.88 | 0.21 | 2.99 | 0.00 | 3.05 |
| 10.1.3 | 51.13 | 86.49 | 46.51 | 0.00 | 100.00 | 80.65 | 0.00 | 10.42 | 0.00 | 6.45 | 0.00 | 60.00 |
| 10.1.4 | 50.00 | 30.00 | 100.00 | 0.00 | 13.16 | 0.00 | 0.00 | 75.00 | 0.00 | 25.00 | 0.00 | 18.75 |
| 11.1.1 | 100.00 | 87.50 | 77.78 | 0.00 | 100.00 | 60.00 | 0.00 | 75.00 | 0.00 | 100.00 | 100.00 | 66.67 |
| 11.1.2 | 6.90 | 25.81 | 42.59 | 50.00 | 66.13 | 40.91 | 100.00 | 16.33 | 60.00 | 88.89 | 33.33 | 73.42 |
| 11.1.3 | 21.96 | 53.85 | 61.15 | 18.66 | 54.80 | 60.91 | 100.00 | 43.76 | 70.31 | 77.89 | 49.74 | 72.02 |
| 11.2.1 | 100.00 | 1.95 | 98.08 | 0.00 | 90.96 | 89.04 | 0.00 | 98.63 | 100.00 | 100.00 | 97.50 | 89.04 |
| 11.2.2 | 45.42 | 52.95 | 86.50 | 0.00 | 43.99 | 41.85 | 0.00 | 25.71 | 0.00 | 100.00 | 14.60 | 68.97 |
| 11.2.3 | 79.32 | 83.53 | 71.82 | 0.00 | 72.72 | 86.93 | 0.00 | 64.79 | 0.00 | 77.93 | 0.00 | 82.98 |
| 11.3.1 | 100.00 | 100.00 | 95.28 | nuk ka te dh | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 99.60 | 2.82 | 100.00 |
| 12.1.1 | 100.00 | 87.50 | 50.00 | 0.00 | 87.50 | 87.50 | 0.00 | 100.00 | 100.00 | 93.33 | 0.00 | 100.00 |
| 12.1.2 | 24.14 | 32.26 | 40.74 | 75.00 | 79.03 | 40.91 | 100.00 | 69.57 | 40.00 | 88.89 | 100.00 | 73.42 |
| 12.1.3 | 42.79 | 49.11 | 45.47 | 74.52 | 85.76 | 61.09 | 100.00 | 67.38 | 74.48 | 82.85 | 88.59 | 71.26 |
| 12.2.1 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 12.2.2 | 0.00 | 0.00 | 38.89 | 75.00 | 79.03 | 0.00 | 0.00 | nuk ka te dh | 0.00 | 0.00 | 100.00 | 0.00 |
| 13.1.1 | 100.00 | 75.00 | 100.00 | 100.00 | 100.00 | 100.00 | 0.00 | 99.58 | 60.69 | 100.00 | 75.00 | 22.22 |
| 13.1.2 | 29.31 | 67.74 | 100.00 | 100.00 | 70.97 | 97.73 | 100.00 | 100.00 | 81.82 | 83.33 | 100.00 | 88.61 |
| 13.1.3 | 27.13 | 40.56 | 51.67 | 100.00 | 29.92 | 83.86 | 55.80 | 96.70 | 86.99 | 51.03 | 96.85 | 86.27 |
| 13.2.1 | 100.00 | 100.00 | 84.62 | 79.62 | 88.77 | 100.00 | 100.00 | 100.00 | 100.00 | 94.79 | 84.90 | 100.00 |
| 13.2.2 | 68.00 | 72.80 | 66.86 | 16.62 | 76.77 | 73.05 | 82.03 | 82.95 | 57.97 | 55.47 | 25.41 | 62.81 |
| 13.3.1 | 94.96 | 84.60 | 238.23 | 319.31 | 124.87 | 155.18 | 180.86 | 492.90 | 240.75 | 204.36 | 334.20 | 340.29 |
| 14.1.1 | 100.00 | 57.14 | 80.00 | 0.00 | 0.00 | 60.00 | 6.90 | 35.71 | 100.00 | 91.67 | 71.43 | 41.67 |
| 14.1.2 | 12.77 | 18.18 | 16.67 | 0.00 | 32.35 | 15.79 | nuk ka te dh | 100.00 | 0.00 | 31.43 | 0.00 | 11.11 |
| 14.1.3 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | nuk ka te dh | 100.00 | 0.00 | 100.00 | 0.00 | 100.00 |
| 14.1.4 | 3.33 | 0.00 | 19.71 | 0.00 | nuk ka te dh | 75.00 | 100.00 | 90.24 | 100.00 | 100.00 | 0.92 | 31.43 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Treguesi** | Podujevë | Prishtinë | Prizren | Rahovec | Ranillug | Shtime | Shtërpcë | Skenderaj | Suharekë | Viti | Vushtrri | Zveçan | Leposaviq | Mesatarja |
| 1.1.1 | 99.66 | 84.44 | 69.17 | 57.04 | 100.00 | 100.00 | 100.00 | 99.73 | 93.52 | 100.00 | 97.91 | nuk ka te dh | NKF | 89.61 |
| 1.1.2 | 98.65 | 100.00 | 22.07 | 70.17 | 100.00 | 100.00 | 30.80 | 100.00 | 100.00 | 99.37 | 99.61 | nuk ka te dh | NKF | 93.99 |
| 2.1.1 | 100.00 | 100.00 | 90.91 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 90.91 | 100.00 | nuk ka te dh | NKF | 92.94 |
| 2.1.2 | 10.71 | 33.33 | 6.90 | 12.77 | 9.09 | 100.00 | 30.77 | 100.00 | 40.00 | 2.94 | 100.00 | nuk ka te dh | NKF | 48.89 |
| 2.1.3 | 100.00 | 100.00 | 100.00 | 50.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 0.00 | NKF | 97.06 |
| 2.1.4 | 100.00 | 0.00 | 0.00 | 100.00 | 0.00 | 50.00 | 100.00 | 100.00 | 100.00 | 100.00 | 50.00 | 100.00 | 100.00 | 73.64 |
| 2.2.1 | 100.00 | 100.00 | 41.38 | 70.19 | 100.00 | 100.00 | 0.00 | 67.57 | 0.00 | 100.00 | 100.00 | nuk ka te dh | NKF | 74.32 |
| 2.2.2 | 72.22 | 100.00 | 81.71 | 12.77 | 0.00 | 0.00 | 0.00 | 93.51 | 100.00 | 100.00 | 100.00 | nuk ka te dh | NKF | 64.12 |
| 2.2.3 | 100.00 | 40.00 | 100.00 | 40.00 | 100.00 | 100.00 | 80.00 | 100.00 | 0.00 | 100.00 | 100.00 | nuk ka te dh | NKF | 80.00 |
| 2.2.4 | 100.00 | 100.00 | 100.00 | 0.00 | 0.00 | 50.00 | 0.00 | 100.00 | 0.00 | 100.00 | 100.00 | nuk ka te dh | NKF | 74.12 |
| 2.2.5 | 89.47 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 | 10.00 | 100.00 | 90.91 | 100.00 | nuk ka te dh | NKF | 86.83 |
| 2.2.6 | 99.00 | 95.00 | 85.00 | 95.00 | 90.00 | 95.00 | 65.00 | 95.00 | 80.00 | 95.00 | 100.00 | nuk ka te dh | NKF | 77.91 |
| 2.3.1 | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 | 100.00 | 84.89 |
| 2.3.2 | 75.00 | 25.00 | 25.00 | 50.00 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 | 75.00 | 100.00 | 100.00 | 66.75 |
| 2.3.3 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00 | 100.00 | 27.86 |
| 2.3.4 | 30.00 | 60.00 | 60.00 | 100.00 | 20.00 | 80.00 | 100.00 | 90.00 | 80.00 | 40.00 | 50.00 | 100.00 | 0.00 | 66.53 |
| 2.4.1 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 27.86 |
| 2.4.2 | 0.00 | 100.00 | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 100.00 | nuk ka te dh | NKF | 35.29 |
| 3.1.1 | 0.36 | 0.17 | 0.59 | 0.42 | 0.00 | 0.00 | 0.93 | 0.64 | 0.37 | 0.27 | 0.13 | nuk ka te dh | NKF | 0.39 |
| 3.1.2 | 42.64 | 66.70 | 44.46 | 33.05 | 50.99 | 39.75 | 24.07 | 33.98 | 41.71 | 38.91 | 46.34 | nuk ka te dh | NKF | 40.22 |
| 3.1.3 | 0.56 | 1.35 | 20.15 | 1.61 | 2.77 | 1.55 | 35.19 | 0.72 | 0.74 | 0.27 | 0.98 | nuk ka te dh | NKF | 7.84 |
| 3.1.4 | 2.94 | 0.00 | 0.00 | 18.57 | 40.00 | 56.00 | 0.00 | 0.00 | 0.00 | 23.43 | 5.45 | 30.00 | 33.33 | 23.59 |
| 3.1.5 | 15.38 | 15.38 | 15.38 | 33.33 | 0.00 | 33.33 | 0.00 | 10.00 | 0.00 | 20.00 | 21.43 | 0.00 | 65.00 | 16.90 |
| 3.2.1 | 50.00 | 16.01 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 80.77 | nuk ka te dh | NKF | 30.23 |
| 3.2.2 | 0.11 | 10.18 | 0.55 | 4.68 | 5.04 | 1.50 | 4.35 | 0.15 | 0.10 | 5.21 | 2.09 | nuk ka te dh | NKF | 3.11 |
| 3.2.3 | 34.78 | 50.00 | 53.59 | 27.27 | 0.00 | 0.00 | 0.00 | 16.28 | 41.67 | 18.18 | 17.14 | nuk ka te dh | NKF | 20.87 |
| 3.2.4 | 100.00 | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | 50.00 | 100.00 | 0.00 | 100.00 | 100.00 | nuk ka te dh | NKF | 64.08 |
| 3.3.1 | 100.00 | 38.00 | 38.00 | 100.00 | 100.00 | 50.00 | 100.00 | 73.00 | 50.00 | 100.00 | 50.00 | 100.00 | 0.00 | 74.40 |
| 3.3.2 | 27.66 | 100.00 | 100.00 | 88.89 | 0.00 | 100.00 | 0.00 | 100.00 | 60.00 | 100.00 | 100.00 | 0.00 | 0.00 | 64.68 |
| 3.3.3 | 0.00 | 50.00 | 50.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 100.00 | 0.00 | 50.14 |
| 4.1.1 | 100.00 | 93.42 | 79.01 | 77.27 | 100.00 | 89.19 | 0.00 | 100.00 | 92.31 | 95.56 | 97.62 | nuk ka te dh | NKF | 69.24 |
| 4.2.1 | 100.00 | 100.00 | 58.82 | 77.27 | 100.00 | 89.19 | 0.00 | 100.00 | 93.02 | 70.31 | 100.00 | nuk ka te dh | NKF | 79.67 |
| 4.2.2 | 39.64 | 50.59 | 15.24 | 3.78 | 100.00 | 61.86 | 0.00 | 57.49 | 70.83 | 98.99 | 36.68 | nuk ka te dh | NKF | 43.16 |
| 5.1.1 | 100.00 | 93.33 | 88.89 | 66.67 | 66.67 | 95.83 | 0.00 | 60.00 | 0.00 | 72.73 | 86.84 | nuk ka te dh | NKF | 62.39 |
| 5.1.2 | 98.49 | 99.26 | 100.00 | 100.00 | 100.00 | 100.00 | 0.00 | 98.37 | 100.00 | 100.00 | 100.00 | 100.00 | NKF | 90.43 |
| 6.1.1 | 11.68 | 5.94 | 100.00 | 45.22 | 100.00 | 9.57 | 100.00 | 65.14 | 11.85 | 79.12 | 0.00 | 100.00 | NKF | 46.48 |
| 6.2.1 | 62.50 | 79.91 | 47.78 | 86.67 | 76.47 | 96.00 | 91.51 | 100.00 | 93.55 | 86.67 | 81.33 | 50.00 | NKF | 77.55 |
| 6.2.2 | 100.00 | 100.00 | 53.47 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 26.22 | 56.92 | 100.00 | 100.00 | NKF | 79.18 |
| 6.2.3 | 65.79 | 100.00 | 24.91 | 40.21 | 100.00 | 45.45 | 100.00 | 100.00 | 52.54 | 56.92 | 20.69 | 50.00 | NKF | 62.78 |
| 7.1.1 | 3.28 | 5.96 | 9.22 | 0.36 | 0.31 | 8.19 | 0.00 | 1.26 | 11.89 | 0.29 | 0.86 | 8.71 | NKF | 4.11 |
| 7.1.2 | 0.23 | 0.61 | 3.09 | 0.04 | 0.29 | 0.05 | 0.00 | 0.20 | 11.89 | 0.47 | 0.14 | 0.04 | NKF | 1.93 |
| 7.1.3 | 100.00 | 100.00 | 15.24 | 81.70 | 100.00 | 100.00 | 0.00 | 82.50 | 42.25 | 80.90 | 100.00 | 100.00 | NKF | 67.09 |
| 8.1.1 | 89.05 | 40.09 | 83.52 | 66.53 | 66.56 | 80.96 | 60.32 | 100.00 | 70.35 | 38.68 | 77.40 | 55 | NKF | 66.74 |
| 8.1.2 | 100.00 | 81.37 | 25.49 | 37.41 | 100.00 | 80.96 | 56.35 | 86.13 | 48.41 | 28.74 | 92.27 | 23.10 | NKF | 63.87 |
| 8.2.1 | 22.83 | 24.07 | 47.89 | 11.25 | 2.73 | 22.42 | 0.00 | 1.50 | 16.13 | 24.73 | 8.24 | 4.51 | NKF | 18.24 |
| 8.2.2 | 19.36 | 61.79 | 62.11 | 19.69 | 53.66 | 11.79 | 0.00 | 1.64 | 7.05 | 23.99 | 24.33 | 30.02 | NKF | 30.57 |
| 8.2.3 | 29.74 | 36.24 | 79.12 | 7.57 | 39.13 | 100.00 | nuk ka te dh | 38.32 | 32.26 | 31.47 | 8.30 | 0.83 | NKF | 46.56 |
| 9.1.1 | 85.71 | 73.91 | 86.49 | 42.86 | 0.00 | 100.00 | 0.00 | 80.00 | 0.00 | 100.00 | 100.00 | nuk ka te dh | NKF | 61.72 |
| 9.1.2 | 87.18 | 69.77 | 86.49 | 47.22 | 0.00 | 91.30 | 81.25 | 95.92 | 92.68 | 74.36 | 55.22 | 28.57 | NKF | 72.41 |
| 9.1.3 | 26.15 | 86.42 | 23.08 | 23.53 | 33.33 | 100.00 | 100.00 | 0.00 | 8.16 | 32.26 | 80.43 | 0.00 | NKF | 49.82 |
| 10.1.1 | 4.00 | 54.00 | 12.00 | 11.00 | 11.00 | 27.00 | 1.00 | 8.00 | 0.00 | 6.00 | 12.00 | 16.00 | NKF | 11.68 |
| 10.1.2 | 2.15 | 45.04 | 0.99 | 3.15 | 1.39 | 9.27 | 0.00 | 3.08 | 12.50 | 4.15 | 4.92 | nuk ka te dh | NKF | 7.86 |
| 10.1.3 | 23.08 | 51.66 | 41.73 | 10.00 | 0.00 | 77.27 | 9.52 | 68.00 | 54.55 | 70.21 | 67.44 | nuk ka te dh | NKF | 42.54 |
| 10.1.4 | 75.00 | 88.89 | 100.00 | 0.00 | 18.18 | 7.41 | 50.00 | 25.00 | 0.00 | 0.57 | 58.33 | nuk ka te dh | NKF | 41.02 |
| 11.1.1 | 50.00 | 100.00 | 58.82 | 66.67 | 0.00 | 71.43 | 0.00 | 75.00 | 25.00 | 100.00 | 88.89 | nuk ka te dh | NKF | 68.42 |
| 11.1.2 | 44.87 | 62.79 | 97.30 | 83.33 | 75.00 | 78.26 | 100.00 | 16.33 | 34.15 | 64.10 | 29.85 | 34.29 | NKF | 61.12 |
| 11.1.3 | 64.83 | 81.60 | 81.39 | 98.26 | 89.24 | 79.08 | 93.42 | 43.76 | 52.10 | 2.60 | 76.35 | nuk ka te dh | NKF | 67.90 |
| 11.2.1 | 100.00 | 27.42 | 100.00 | 95.89 | 100.00 | 98.63 | 100.00 | 98.63 | 84.93 | 81.64 | 28.30 | 54.79 | NKF | 81.86 |
| 11.2.2 | 54.54 | 42.28 | 44.33 | 60.72 | 0.00 | 66.21 | 20.08 | 25.71 | 41.27 | 100.00 | 32.22 | nuk ka te dh | NKF | 50.02 |
| 11.2.3 | 69.99 | 88.95 | 96.97 | 90.00 | 0.00 | 71.47 | nuk ka te dh | 64.79 | 64.67 | 71.06 | 44.58 | nuk ka te dh | NKF | 61.92 |
| 11.3.1 | 98.96 | 99.24 | 100.00 | 100.00 | 0.00 | 100.00 | 100.00 | 100.00 | 100.00 | 95.83 | 100.00 | 100.00 | NKF | 88.75 |
| 12.1.1 | 100.00 | 92.00 | 80.00 | 100.00 | 100.00 | 85.71 | 0.00 | 0.00 | 75.00 | 100.00 | 100.00 | 50.00 | NKF | 74.13 |
| 12.1.2 | 74.36 | 72.09 | 94.59 | 94.44 | 31.25 | 73.91 | 87.50 | 2.04 | 75.61 | 71.79 | 53.73 | 11.43 | NKF | 70.10 |
| 12.1.3 | 77.85 | 81.60 | 83.09 | 74.16 | 32.70 | 17.92 | nuk ka te dh | 25.77 | 80.68 | 77.12 | 57.06 | nuk ka te dh | NKF | 69.39 |
| 12.2.1 | 0.00 | 100.00 | 91.67 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | nuk ka te dh | NKF | 20.20 |
| 12.2.2 | 0.00 | 6.98 | 1.35 | 0.00 | 0.00 | 0.00 | nuk ka te dh | 2.04 | 73.81 | 0.00 | 1.49 | nuk ka te dh | NKF | 27.97 |
| 13.1.1 | 100.00 | 100.00 | 100.00 | 83.33 | 0.00 | 0.00 | 0.00 | 62.50 | 83.33 | 0.00 | 100.00 | 100.00 | NKF | 71.55 |
| 13.1.2 | 66.67 | 53.66 | 98.65 | 100.00 | 93.75 | 65.22 | 87.50 | 55.10 | 80.49 | 66.67 | 37.31 | 54.29 | NKF | 80.25 |
| 13.1.3 | 49.14 | 98.89 | 96.38 | 85.37 | 99.37 | 43.29 | nuk ka te dh | 27.33 | 63.84 | 37.87 | 47.83 | 56.53 | NKF | 65.55 |
| 13.2.1 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 92.95 | 93.55 | 100.00 | 100.00 | NKF | 97.53 |
| 13.2.2 | 84.99 | 94.66 | 79.00 | 81.11 | 66.12 | 86.04 | 0.00 | 69.11 | 91.70 | 0.00 | 69.55 | 78.69 | NKF | 69.08 |
| 13.3.1 | 125.84 | 307.31 | 281.96 | 151.88 | 314.37 | 103.84 | nuk ka te dh | 132.73 | 133.52 | nuk ka te dh | 321.58 | nuk ka te dh | NKF | 198.95 |
| 14.1.1 | 100.00 | 8.57 | 100.00 | 75.00 | 100.00 | 100.00 | nuk ka te dh | 0.00 | 100.00 | 80.00 | 100.00 | 100.00 | NKF | 66.20 |
| 14.1.2 | 68.00 | 32.09 | 5.84 | 100.00 | 15.38 | 28.00 | nuk ka te dh | 17.65 | 58.62 | 35.71 | 54.10 | nuk ka te dh | NKF | 33.55 |
| 14.1.3 | 100.00 | 100.00 | 100.00 | 100.00 | 0.00 | 100.00 | nuk ka te dh | 100.00 | 100.00 | 100.00 | 100.00 | nuk ka te dh | NKF | 87.10 |
| 14.1.4 | 50.00 | 75.00 | 40.00 | 42.86 | 0.00 | 0.00 | nuk ka te dh | 66.67 | 0.00 | 36.67 | 50.00 | nuk ka te dh | NKF | 46.92 |

Tab.1 **Annex 2**

Individual performance by municipalities

1. Deçan

Municipality of Deçan is located in the western part of the territory of the Republic of Kosovo, southwest of the municipality of Peja. The geographic size of municipality’s territory is 297 km2, with one urban administrative centre and 37 rural settlements. Municipality of Decan falls in the group of municipalities with development of agriculture and its branches, such as: livestock, forestry and beekeeping. Little progress has been made in development of tourism and ecotourism.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance 2017 % |
| **Decan** | 297 | 40019 | 65.80 |

Based on the data reported by the municipality, and based on the following chart, where the data were presented for 14 fields that are part of the MPMS, the level of service provision for each field can be seen. The municipality of Deçan has achieved medium performance level (65.80%) in 2017.

Below we will present the results according to the fields and indicators for the municipality of Deçan. The individual performance of Decan municipality will be described for two levels of achievement; as a high achievement and as a low achievement or stagnation in the provision of public services for the municipality. Below are presented sequentially the level of high, middle and low achievement.

**Highest achievements**

The municipality has a high performance in seven fields, in the field of public administration services (87.11%), waste management (85.01%), disaster management (84.51%) and environment protection (81.91%). Drinkable water supply (81.45%), municipal transparency (80.94%) and spatial planning (66.67%). Whereas the municipality of Decan has reached a medium level of achievement in 6 areas, and this can be seen in the chart above. Field number seven is not presented in the graph because the calculation with square meter of 0.45 m² per capita is applied. It is noteworthy that Deçan municipality has no service at a low level.

Based on the analyses made for indicators, the municipality of Deçan has shown high level, expressed in percentage - 68.04%. While at the level of the result, it is 67.35%. This means that the municipality of Deçan has generally shown a high level of municipal service delivery.

**Lowest achievements according to indicators**

The municipality of Decan has marked lower achievement in sewage service and public parking lots. In addition to the achievements marked, the municipality has had a very low performance in the employment of persons with disabilities (0.37%), Surface area of public green spaces in m2 per capita (0.41%), employees from the non-majority communities by gender (0.62%), in construction and paving of sidewalks (pathways) along the roads for motor vehicles (0.68%), construction and laying of sidewalks (paths) along the roads for the movement of motor vehicles in the municipal area (1.00%). Low achievements include the provision of social services for the population that needs social assistance (1.10%), ensuring equality and protection from discrimination (24.03%), but we should mention that it is 5.7% higher than the country average regarding this indicator.

The green spaces and squares are 0.45 m2/capita, while the municipality has deposited waste of 86.98 kg./per capita.

**Recommendation**

Based on general and specific analyses and findings in this research, the municipality of Deçan should work with greater commitment in the following aspects:

* Employment of people with disabilities
* Employment of non-majority communities by gender
* Provision of social services to the population in need of social assistance.
* The municipality should pay more attention to the level of meeting the needs of motor vehicles registered as taxis.
* Greater commitment of the respective municipality in the regular supply of all citizens with drinking water according to the standards set by the IPH
* The municipality needs to make more planning by preparing priority projects for sewage treatment
* The respective municipality should take care of the construction and laying of sidewalks (paths) along the roads for the movement of motor vehicles.
* Also, the municipality should pay attention to construction and public lighting along sidewalks or roads for the movement of motor vehicles.

1. Dragash

The municipality of Dragash is located in the southern part of the territory of the Republic of Kosovo, namely south of the municipality of Prizren. The geographic size of municipality’s territory is 430km2, with one urban administrative centre and 36 rural settlements. The municipality of Dragash falls in the group of municipalities with good conditions for development of agriculture and its branches, such as: livestock, forestry and beekeeping. Little progress has been made in development of tourism and ecotourism.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Dragash** | 430 | 33997 | 75.51 |

Based on individual data analysis, it was concluded that the municipality of Dragash achieved a medium performance level (75.51%).

Below we will present the results by areas and indicators for the municipality and Dragash. The individual performance of Deçan municipality will be described for two levels of achievement; as a high achievement and as a low achievement or stagnation in the provision of public services to the municipality. Below are presented sequentially the high, middle and low achievement levels.

**Highest achievements**

The municipality has a high performance in 10 fields: Sewage (99.24%), municipal transparency (95.77%), urban planning (90.25%), municipal emergencies (88.89%), drinking water (87.18%), administrative services (85.98%), municipal public transport (83.33%), local environmental protection (81.63%), waste management (75.10%), and culture, youth and sports (70.91%), meanwhile, the Dragash municipality has a medium level of achievement in 2 fields as can be seen in the chart above. Field number seven is not presented in the chart because the calculation with square meter per capita is applied - 7.35 m² per capita. It is noteworthy that the municipality of Dragash has only one service at a low level.

Based on the analyses made for indicators, the municipality of Dragash has shown a high level, expressed in percentage - 73.91%. While at the level of the results, it is at 76.19%. This means that the municipality of Dragash has generally shown a high level of municipal service delivery.

**Lowest achievements according to indicators**

The municipality of Dragash has marked a a slightly lower level in the service: % of employees with disabilities in municipal institutions by gender (0.83%), % of population benefiting from social scheme (3.54%), Number of parking lots for motor vehicles (4.00%), Surface area of public squares in m2 per capita (5.88%), % of parking spaces for motor vehicles in the territory of the municipality (8.33%), Surface area of public green spaces in m2 per capita (8.82%), % of Length of public roads with public lighting (10.83%), % of citizens' participation according to activities for culture, youth and sport (11.77%), % of approved complaints for the social assistance scheme (12.50%), % of employees by gender (12.71%).

**Recommendation**

Based on the general and specific analysis and findings from this research, Dragash Municipality should work with greater dedication in these aspects:

* Employment of disabled employees in municipal institutions, by gender
* The regulation of issues pertaining to social schemes, namely the population that benefits from the social scheme
* The issue of parking lots for parking of motor vehicles
* Surface of public squares in m2 per capita
* Regulation of parking lots for motor vehicles in the territory of the municipality
* Surface area of green public spaces in m2 per capita
* Problems with the length of local streets with public lighting
* Participation of citizens in culture, youth and sports activities

1. Ferizaj

Municipality of Ferizaj is located in the southeastern part of the territory of the Republic of Kosovo. The geographic size of the municipality’s territory is 345 km2, with one urban administrative centre and 45 rural settlements. The municipality of Ferizaj falls in the group of municipalities with good condition for development of agriculture and its industry branches of food, metal and wood processing.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Ferizaj** | 345 | 108610 | 67.77 |

Based on individual data analysis, it has been concluded that the municipality of Ferizaj has achieved a moderate performance level (67.77%).

**Highest achievements**

The municipality has a high performance in the area of providing public administrative services (95.14%), disaster management (87.88%), environment protection (86.50%), supply with drinking water (84.48%), public transport (84.11%), roads and sidewalks (70.09%), waste management (67.13%), see chart 26. The municipality of Ferizaj has marked moderate achievement in five services: municipal transparency (63.63%), sewage (63.23%), culture, youth and sports (62.58%) urban planning (48.55%), social and family welfare (40.74%). The municipality of Ferizaj does not have good performance in the field number ten, and has a percentage of 26.93%.

**Lowest achievements according to indicators**

In addition to the achievements marked, the municipality has had a low performance in: % of publication of the adopted acts in the municipal assembly on the official website of the municipality (0.00%), % of publication of acts of general character approved by the mayor on the official website of the municipality (0.00%), % of reporting of annual plan of integrity plan before the municipal assembly (0.00%), % of approved complaints for the social assistance scheme (0.00%), % of implemented planned projects for wastewater treatment (0.00%), % of employees with disabilities in municipal institutions by gender (0.24%), surface area of public squares in m2 per capita (0.29%).

**Recommendation**

Based on general and specific analysis and findings in this research, the municipality of Ferizaj should work with greater commitment in the following aspects:

* Greater attention to the publishing of adopted acts in the municipal assembly on the official website of the municipality
* Regulation of the issues of publication of acts of general character adopted by the mayor on the official website of the municipality
* Discussion of the municipal performance report by the municipal assembly for the previous year
* Discussion of reporting the annual plan of integrity plan before the municipal assembly
* Surface area of public squares in m2 per capita
* The issue of economies that have access to the waste collection system

1. Fushe Kosova

Municipality of Fushe Kosove is located on the eastern part of the territory of the Republic of Kosovo, namely west of the capital city of Prishtina. The geographic size of the municipality’s territory is 83 km2, with 2 urban areas, one administrative centre and 16 rural settlements. Municipality of Fushe Kosova falls in the group of municipalities with good conditions for development of agriculture and various branches of food production industry. It represents the most important road, rail and air traffic node in the country. Also, ores or coal for Power Plants A and B are produced there.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Fushe Kosova** | 83 | 34827 | 65.28 |

Based on individual data analysis, it was concluded that the municipality of Fushe Kosova has achieved a moderate performance level (65.28%).

**Highest achievements**

The municipality has a high performance in the fields of provision of services: waste management (94.62%), drinking water (93.83%), administrative services (87.11%), culture, youth and sports (82.57%), sewage (79.64%). Moderate achievement has been marked in the provision of services: roads and sidewalks, environment protection, public transport, municipal emergencies, urban planning, welfare, municipal transparency. Whereas, low achievement in the municipality of Fushe Kosova has been marked only in field number ten, with only 29.17%.

**Lowest achievements according to indicators**

In addition to the marked achievements, the municipality has shown low performance and has declared data marked with **zero** on these indicators: % of published notices for holding 2 public meetings (0.00%), % of municipal performance report discussion by the municipal assembly for the previous year (0.00%), % of reporting the annual plan of integrity plan before the municipal assembly (0.00%), % of suspended municipal officials in relation to the charges raised against them (0.00%), % of children in need with family housing (0.00%), % of presentation for discussion of annual report of municipal staff office for the previous year at the municipal assembly (0.00%), % of achievement of municipal plan for disaster management (0.00%), % of achievement of municipal plan for local public transport (0.00%), surface area of public squares in m2 per capita (0.55%), % of population benefiting from the social scheme (2.38%).

**Recommendation**

Based on the general and specific analysis and findings from this research, the municipality of Fushe Kosova should work with greater commitment towards the following aspects:

* More attention regarding the published announcements for holding 2 public meetings
* Discussions on the budget report by the Municipal Assembly for the previous year
* Discussion of municipal performance report by the municipal assembly for the previous year
* Annual reporting of the integrity plan before the municipal assembly
* The issue of suspended municipal officials in relation to the charges raised against them
* Problems of children in need of family housing
* Discussion of the annual report of the municipal staff office for the previous year at the municipal assembly
* Added attention for implementation of the municipal disaster management plan
* Implementation of municipal plan for local public transport
* Surface area of public squares in m2 per capita
* The issue of employees with disabilities in municipal institutions by gender
* Issues of the population that benefit from the social scheme

1. Gjakova

The municipality of Gjakova is located southwest of the territory of the Republic of Kosovo. The geographic size of the territory of the municipality is 587 km2, with 1 (one) urban area and 88 rural settlements. It falls in the group of municipalities with good conditions for development of agriculture and various branches of industry for the production of food, textiles, metal processing, wood processing, and construction materials. Handicrafts, private entrepreneurship and cultural tourism are also well-developed in Gjakova.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Gjakova** | 587 | 94556 | 57.68 |

Based on individual data analysis, it was concluded that the municipality of Gjakova achieved a moderate performance level (57.68%).

**Highest achievements**

The municipality has a high performance in the field of provision of services as follows: municipal emergencies (88.89%), drinking water (84.33%), culture, youth and sports (82.40%), waste management (81.21%), administrative services (76.08%), public transport (62.24%), municipal transparency (58.56%), sewage (40.63%), social welfare (38.80%), roads and sidewalks (35.57%), public parking lots (24.57%), protection of local environment (18.81%),

**Lowest achievements according to indicators**

In addition to the achievements noted, the municipality has marked low performance as follows: % of publication of the acts approved by the municipal assembly on the official website of the municipality (0.00%), % of fulfilment of criteria of the municipality's official website (0.00)%, % of discussions on the budget report for the previous year by the Municipal Assembly (0.00%), % of discussion of the municipal performance report by the municipal assembly for the previous year (0.00)%, % of reporting of annual plan of integrity plan before the municipal assembly (0.00)%, % of presentation for discussion at the municipal assembly of the annual office report of the municipal staff for the previous year (0.00%), % of achievement of planned projects for wastewater treatment (0.00%), surface area of public squares in m2 per capita (0.24%), % of employees with disabilities in municipal institutions by gender (0.29%), % of population benefiting from social scheme (1.02%),

Green spaces and squares are 0.77 m2/capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Gjakova should work with greater commitment toward the following aspects:

* More attention to the publication of acts approved by the municipal assembly on the official website of the municipality
* Fulfilment of the criteria of the official website of the municipality
* Discussion of the budget report for the previous year by the Municipal Assembly
* Discussion of municipal performance report for the previous year by the municipal assembly
* Discussion of reporting the annual plan of integrity plan to the municipal assembly
* Presentation and discussion at the municipal assembly of the annual report of the municipal staff office for the previous year
* Implementation of planned projects for wastewater treatment
* Surface area of public squares per m2 per capita
* Employees with disabilities in municipal institutions, by gender
* Issues of the population that benefit from the social scheme

1. Gjilan

The municipality of Gjilan is located on the eastern border of the territory of the Republic of Kosovo. The geographic size of municipality’s territory is 392 km2, with 1 urban administrative area and 42 rural settlements. It is part of the group of municipalities with good conditions for development of agriculture and various branches of the food production industry. It is characterized with the tobacco processing industry, production of radiators and batteries. It is a typical agro-industrial place.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Gjilan** | 392 | 90178 | 71.70 |

Based on the individual data analysis, it was ascertained that the municipality of Gjilan achieved medium-level performance (71.70%).

**Highest achievements**

The municipality has a high performance in the following areas: administrative services (96.51%), municipal transparency (92.94%), municipal emergencies (91.52%), drinking water (84.47%), public transport (80.53%), environment protection (79.38%), waste management (78.27%), culture, youth and sports (72.95%), whereas medium level of achievement was marked in the the following areas: roads (63.78%), social welfare (59.49%), spatial planning (49.16%), public parking lots (47.67%), sewage (35.37%). It is noteworthy that the municipality of Gjilan has no service at a low level.

**Lowest achievements according to indicators**

Besides the marked achievements, the municipality has shown low performance in the following indicators: % of discussion of the municipal performance report for the previous year (0.00%), % of implementation of planned wastewater treatment projects (0.00%), % of employees with disabilities in municipal institutions by gender (0.24)%, surface area of public squares in m2 per capita (1.29)%. green spaces and squares are 0.76 m2/capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Gjilan should work harder towards the following aspects:

* Discussion of the municipal performance report by the municipal assembly for the previous year
* Implementation of planned projects for wastewater treatment
* Employees with disabilities in municipal institutions, by gender
* Surface area of public squares in m2 per capita
* Issues of the population that benefit from the social scheme
* Municipal territory for which regulatory plans (detailed), zonal maps exist
* Parking lots for motor vehicles in the territory of the municipality

1. Glogoc

The municipality of Glogoc is located in the central part of the territory of the Republic of Kosovo. The geographic size of the territory of the municipality is 276 km2, with 1 urban administrative area, 4 urban areas and 42 rural settlements. Municipality of Gllogoc is part of the group of municipalities with good conditions for development of agriculture, and industry for production of chrome ore. It's an agro-industrial place.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Glogoc** | 276 | 58531 | 70.72 |

Based on individual data analysis, it was concluded that the municipality of Gllogoc has achieved a high performance level (70.72%).

**Highest achievements**

The municipality has a very high performance in the following fields: municipal emergencies (100.00%), administrative services (94.94%), culture, youth and sports (91.88%), waste management (85.69%). drinking water (77.02%), municipal transparency (76.47%), sewage (69.79%), public parking lots (68.88%), public transport (67.67%). While the following services are at medium level: social welfare (53.62%), roads and sidewalks (49.57%), local environment protection (45.28%), urban planning (33.53%).

**Lowest achievements according to indicators**

Besides the high achievements marked, the municipality has shown low performance as follows: % of discussion of the municipal performance report for the previous year (0.00%), % of non-majority employees by gender (0.00%), % of achievement of planned projects for wastewater treatment (0.00%), % of achievement of the plan of local action on environment (0.00%), % of employees with disabilities in municipal institutions, by gender (0.23%), surface area of public squares in m2 per capita (0.25%), % of the territory of the municipality for which regulatory plans (detailed), zoning maps exist (2.00%). Green spaces and squares are 4.01 m2/capita.

**Recommendation**

Based on general and specific analysis and findings in this research, the municipality of Gllogoc should work with greater commitment in the following aspects:

* Reporting of the annual plan of integrity plan before the municipal assembly
* Aspects of employees from non-majority communities by gender
* Discussion of the municipal performance report by the municipal assembly for the previous year
* The issue of employees from non-majority communities by gender
* Implementation of projects planned for wastewater treatment
* Achievement of the plan of local action on environment
* Issue of employees with disabilities in municipal institutions, by gender

1. Hani i Elezit

The municipality of Hani i Elezit is located on the south-eastern border of the territory of the Republic of Kosovo, namely in the border with Macedonia. The geographical size of the territory of the municipality is 83 km2, with 1 urban administrative area and 11 rural settlements. It is part of the group of municipalities with good conditions for development of livestock, beekeeping, forestry, arboriculture and ecotourism. The mineral processing industry, in particular cement and lime is also developed in Hani i Elezit. It is the main entrance and exit gate of the country to Macedonia.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Hani i Elezit** | 83 | 9403 | 65.37 |

Based on individual data analysis, it was concluded that the municipality of Hani i Elezit has achieved a medium performance level (65.37%).

**Highest achievements**

The municipality has a high performance in the field of provision of public administrative services (99.91%), municipal emergencies services (97.37%), waste management (89.73%), public parking lots (75.90%), sewage (73.99%), culture, youth and sports (71.94%), roads and sidewalks (67.32%). While the following services have marked medium level of service delivery: urban planning (66.24%), social welfare (52.24%), drinking water (50.32%), municipal transparency (48.13%), public transport (40.40%). Whereas at the low level, the municipality of Hani i Elezit has only one service, environmental protection (16.37%)

**Lowest achievements according to indicators**

In addition to the achievements marked, the municipality has shown low performance or has not provided data for the following indicators: % of publication of acts approved by the municipal assembly on the official website of the municipality (0.00), % of the publication of acts of a general nature approved by the mayor on the official website of the municipality (0.00%), % of publication of the municipal public procurement documents (0.00%), % of employees with disabilities in municipal institutions by gender (0.45%), % of employees from non-majority communities by gender (0.45%). Green spaces and squares are 3.31 m2/capita.

**Recommendation**

Based on general and specific analysis and findings in this research, the municipality of Hani i Elezit should work with greater commitment in the following aspects:

1. Istog

The municipality of Istog is located northwest of the territory of the Republic of Kosovo, in the northeast of Peja. The geographic size of the territory of the municipality is 454 km2, with 1 urban administrative area and 50 rural settlements. It is part of the group of municipalities with good conditions for the development of agriculture, livestock, arboriculture and ecotourism.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Istog** | 454 | 39289 | 70.00 |

Based on individual data analysis, it was concluded that the municipality of Istog has achieved a high level performance (70.00%).

**Highest achievements**

The municipality has a very high level of performance in the field of provision of public administrative services (98.18%), municipal emergencies (92.86%), urban planning (91.13%), municipal transparency (90.69%), drinking water supply (87.20%), waste management (81.88%), public transport (78.33%) and environmental protection (72.27%). Medium achievement has been marked in the provision of services in the field of culture, youth and sports (58.24%), social welfare (50.33%), fields, roads, sidewalks (43.49%), sewage (39.22%). In the municipality of Istog, provision of only one service is at a low level (26.20%).

**Lowest achievements according to indicators**

In addition to the high achievements, the municipality had low-level performance in two fields: complaints approved for the social assistance scheme (0.00%), settlements in wastewater treatment systems (0.00%), employees with disabilities in municipal institutions, by gender (0.53%), parking places for motor vehicles in the territory of the municipality (1.69%), area of public spaces regularly maintained (2.11%), number of parking lots for motor vehicles (4.00%). Green spaces and square spaces are 5.34 m2 per capita, while the municipality has deposited 15.14 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, municipality of Istog should work with greater commitment in these aspects:

* Issue of approved complaints about the social assistance scheme
* Inclusion of settlements in sewage treatment system
* Employees with disabilities in municipal institutions, by gender
* Parking space for motor vehicles in the territory of the municipality
* Public spaces that are regularly maintained
* Number of parking lots for parking of motor vehicles

1. Junik

The municipality of Junik is located in the south-western part of the Republic of Kosovo, respectively south-west of Peja. The geographical size of the municipality territory is 74 km2, consisting of 1 urban administrative area and 3 rural settlements. The municipality is part of the group of municipalities with good conditions for the development of agriculture, livestock, arboriculture and ecotourism.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Junik** | 74 | 6084 | 83.02 |

Based on individual data analysis, it was concluded that the municipality of Junik has achieved the highest performance in the country for 2016 (83.02%).

**Highest achievements**

The municipality has a high performance in 11 important fields: public transport (100%), public services (100%), sewage (99.95%), emergency (97.83%), waste management (96.26%), drinking water (93.84%), culture, youth and sport (93.21%), municipal transparency (86.50%), waste management (78.78%), roads and sidewalks (72.53%), public parking lots (70.28%). Meanwhile, in the municipality of Junik, 2 fields have moderate performance: spatial planning (51.66%) and social welfare (38.37%). Percentage of population benefiting from the social scheme is 1.22%.

**Lowest achievements according to indicators**

The municipality did not mark low performance in provision of any service in 2017. However, there are no data or only scarce data for some indicators, such as: employees from non-majority communities by gender (0.00%), households in need provided with housing (0.00%), complaints approved for social assistance scheme (0.00%), surface of public squares in m2 per capita (0.18%). Green spaces and square spaces are 2.15 m2 per capita, while the municipality has deposited 46.08 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, municipality of Junik should work with greater commitment in these aspects:

* Issue of employees from non-majority communities by gender
* Issue of households in need provided with housing
* Issue of complaints approved for the social assistance scheme
* Problems of population benefiting from the social scheme

1. Kamenica

The municipality of Kamenica is located in the eastern part of the Republic of Kosovo, namely east of Prishtina. The geographical size of the municipality’s territory is 424 km2, consisting of 1 urban administrative area and 58 rural settlements. The municipality is part of the group of municipalities with good conditions for development of agriculture, livestock, arboriculture and ecotourism. It is also rich in minerals.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Kamenica** | 424 | 36085 | 54.09 |

Based on individual data analysis, it was concluded that the municipality of Kamenica has achieved a moderate level performance (54.09%).

**Highest achievements**

The municipality has a high performance only in the fields as follows: municipal emergencies (91.67%), public administration services (87.08%), drinking water (72.62%) and waste management (68.07%). Moderate performance has been marked in: transparency (65.11%), public transport (59.34%), environmental protection (54.02%), social and family welfare (49.04%), culture, youth and sports (39.70%), public parking lots (37.39%) and roads and sidewalks (35.04%). The municipality of Kamenica has marked low performance in provision of two services: sewage (27.82%) and urban planning (16.20%).

**Lowest achievements according to indicators**

In addition to the high performance, the municipality has a low performance in the following indicators: timely approval of the municipal budget proposal by the Municipal Assembly (0.00%), reporting the annual plan of the integrity plan to the Municipal Assembly (0.00%), families in need provided with housing (0.00%), employees with disabilities in municipal institutions, by gender (0.17%), territory of the municipality for which detailed planning plans and zonal maps exist (0.43%). Green spaces and square spaces are 1.68 m2 per capita, while the municipality has deposited 94.96 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, municipality of Kamenica should work with greater commitment in these aspects:

* Timely approval of the municipal budget proposal by the Municipal Assembly
* The Municipal Assembly should discuss the Municipal Performance Report of the previous year
* Reporting the annual plan of the integrity plan before the Municipal Assembly
* Issue of families in need provided with housing
* Issue of employees with disabilities in municipal institutions, by gender
* Territory of the municipality for which detailed planning plans and zonal maps exist

1. Kacanik

The municipality of Kaçanik is located in the south-eastern part of the Republic of Kosovo. The geographical size of the municipality territory is 211 km2, consisting of 1 urban administrative area and 31 rural settlements. The municipality is part of the group of municipalities with good conditions for development of agriculture, livestock, arboriculture and ecotourism. It is also rich in minerals.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Kacanik** | 211 | 33409 | 58.83 |

Based on individual data analysis, it was concluded that the municipality of Kacanik has achieved a moderate level performance (58.83%).

**Highest achievements**

The municipality has a high performance in the field of provision of public administrative services (99.41%), municipal transparency (85.63%), disaster management (79.17%), public transport (74.36%), waste management (73.75%) and drinking water supply (67.29%). Moderate achievements have been noted in the provision of services such as: culture, youth and sport (56.07%), environmental protection (43.83%), urban planning (42.00%), public parking lots (40.85%), roads and sidewalks (37.50%) and social welfare (36.82). The municipality of Kaçanik has marked low performance in provision of only one service: sewage (28.14%)

**Lowest achievements according to indicators**

In addition to the two achievements marked, the municipality has a low performance in the indicators as follows: employees with disabilities in municipal institutions, by gender (0.37%), territory of the municipality for which detailed regulatory plans and zonal maps exist (0.38%), public spaces in m2 per capita (1.33%), days a year with uninterrupted supply of drinking water (1.95%), population benefiting from the social scheme (2.44%).

Green spaces and square spaces are 0.66 m2 per capita, while the municipality has deposited 84.96 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, municipality of Kaçanik should work with greater commitment in these aspects:

* Pay attention to suspended officials in relation to eventual charges brought against them
* Prioritize the public street lighting
* Increase the number of public parking lots and parking spaces for motor vehicles
* Pay attention to road marking
* Consider the possibility of increasing parking spaces for people with disabilities
* Prioritize sewage treatment

1. Klina

The municipality of Klina is located in the western border of the central part of the Republic of Kosovo. The geographical size of the municipality territory is 309 km2, consisting of 1 urban administrative area and 54 rural settlements. The municipality is part of the group of municipalities with good conditions for development of agriculture, livestock, arboriculture and ecotourism. The industry of construction stone processing is also developed.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Klina** | 309 | 38496 | 59.08 |

Based on individual data analysis, it was concluded that the municipality of Klina has achieved a moderate level performance (59.08%).

**Highest achievements**

The municipality has a high performance in the field of provision of public administrative services (96.75%), disaster management (91.63%), spatial planning (86.77%), drinking water supply (80.42%) and waste management (79.81%). Moderate achievements have been noted in the provision of services such as: municipal transparency (56.51%), environmental protection (54.09%), social welfare (54.04%), public parking lots (50.52%), culture, youth and sports (43.41%). The municipality of Klina has marked low performance in provision of services in three fields: sewage (32.42%), public transport (24.69%), roads and sidewalks (16.39%).

**Lowest achievements according to indicators**

The municipality of Klina has a low performance in the indicators as follows: public spaces regularly maintained (0.76%), employees from non-majority communities by gender (0.96%), length of local roads with public lighting (1.19%), population benefiting from the social scheme (2.19%).

Green spaces and square spaces are 5.65 m2 per capita, while the municipality has deposited 238.23 kg of waste per capita.

**Recommendations**

Based on general and specific analysis and findings from this research, the municipality of Klina should work with greater commitment in these aspects:

* Public spaces regularly maintained
* Issue of employees from non-majority communities by gender
* Public lighting in municipal roads
* Problems of population benefitting from social schemes

1. Lipjan

The municipality of Lipjan is located on the eastern border of the central part of the Republic of Kosovo's territory. The geographic size of the municipal territory is 338 km2, with 1 urban administrative area and 62 rural settlements. It is part of the group of municipalities with good conditions for development of agriculture, arboriculture and food production industry. It is also rich with various minerals.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Lipjan** | 338 | 57605 | 68.50 |

Based on individual data analysis, it was concluded that the municipality of Lipjan has achieved a moderate level performance (68.50 %).

**Highest achievements**

The municipality has a very high performance in the field of municipal transparency (98.08%), administrative services (95.55%), disaster management (90.00%), drinking water supply (80.96%), spatial planning (80.92%), culture, youth and sports (77.53%), waste management (74.87%) and public transport (70.34%). Moderate achievements have been noted in the provision of services such as: sewage (61.81%), social welfare (46.52%), local environmental protection (44.12%), public parking lots (40.71%). It has marked low performance in provision of only one service, roads and sidewalks namely.

**Lowest achievements according to indicators**

The municipality has marked low performance in the indicators as follows: implementation of planned wastewater treatment projects (0.00%), implementation of the local environment action plan (0.00%), employees with disabilities in municipal institutions, by gender (0.13%), employees from non-majority communities by gender (1.27%), population benefitting from the social scheme (2.24%).

Green spaces and square spaces are 8.18 m2 per capita, while the municipality has deposited 124.87 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Lipjan should work with greater commitment in these aspects:

* Implementation of planned wastewater treatment projects
* Implementation of the local environment action plan
* Issue of employees with disabilities in municipal institutions, by gender
* Issue of employees from non-majority communities by gender
* Problems of population benefitting from the social scheme

1. Malisheva

The municipality of Malisheva is located in the central part of the territory of the Republic of Kosovo. The geographic size of the municipality’s territory is 306 km2, with 1 urban administrative area and 44 rural settlements. It is part of the group of municipalities with good conditions for development of agriculture, livestock, arboriculture and ecotourism. It is also rich with thermal waters.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Malisheva** | 306 | 54613 | 63.22 |

Based on individual data analysis, it was concluded that the municipality of Malisheva has achieved a moderate level performance (63.22 %).

**Highest achievements**

The municipality has a very high performance in the field of spatial planning (100.00%), public administrative services (96.27%), public transport (90.85%), waste management (90.19%) and drinking water (75.52%). Moderate performance has been noted in the provision of services such as: local environmental protection (62.70%), roads (61.81%), municipal emergencies (59.20%), culture, youth and sports (50.11%), municipal transparency (56.90%). The municipality has marked low performance in provision of three services: sewage (31.58%), public parking lots (27.97%) and social welfare (18.78 %).

**Lowest achievements according to indicators**

The municipality has marked low performance in the indicators as follows: employees from non-majority communities by gender (0.07%), area of public squares in m2 per capita (0.09%), population benefiting from the social scheme (1.35%), complaints approved for the social assistance scheme (.03%), parking spaces for motor vehicles in the territory of the municipality (3.28%), length of public roads with public lighting (4.44%).

Green spaces and square spaces are 0.78 m2 per capita, while the municipality has deposited 155.18 kg of waste per capita.

**Recommendations**

Based on general and specific analysis and findings from this research, the municipality of Malisheva should work with greater commitment in these aspects:

* Issues of employees from non-majority communities by gender
* Area of public squares in m2 per capita
* Issues of population benefitting from the social scheme
* Approved complaints for the social assistance scheme
* Parking spaces for motor vehicles in the territory of the municipality
* Issue of the length of local roads with public lighting

1. Mamusha

The municipality of Mamusha is located in the southern part of the territory of the Republic of Kosovo. The geographic size of the municipality territory is 32 km2, with 1 urban administrative area and 1 settlement. It is part of the group of municipalities with good conditions for development of agriculture, or more specifically the agribusiness is highly developed, whereby the export of processed foods prevails.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Mamusha** | 32 | 5587 | 36.02 |

Based on individual data analysis, the municipality of Mamusha has marked the lowest performance in the country for 2017, with only 36.02%.

**Highest achievements**

The municipality has marked a higher performance in providing services in the field of public administration (99.98%) and waste management (71.47%). Moderate achievements have been noted in the provision of services such as: local environmental protection (53.45%), municipal emergencies (36.80%), and roads and sidewalks (36.80%). Low performance has been marked in provision of services such as: sewage (33.33%), public transport (33.33%), urban planning (33.33%), social welfare (23.08%), drinking water supply (22.22%), municipal transparency (14.84%). There is no data about two fields, respectively public parking lots and culture, youth and sports.

**Lowest achievements according to the indicators**

The municipality has marked low performance in the indicators as follows: area of public squares in m2 per capita (0.29%), population benefiting from the social scheme (0.44%), are of public green space in m2 per capita (3.12%), meetings of the Assembly and Municipal Commissions made public to citizens (5.88%), implementation of the local environment action plan (6.99 %).

Green spaces and square spaces are 1.71 m2 per capita, while the municipality has deposited 180.86 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Mamusha should work with greater commitment in these aspects:

* Area of public squares in m2 per capita
* Issue of population benefiting from the social scheme
* Area of green public spaces in m2 per capita
* Meeting of the Assembly and Municipal Commissions made public for citizens
* Implementation of the local environment action plan

1. Mitrovica South

The municipality of South Mitrovica is located in the northern part of the territory of the Republic of Kosovo. The geographic size of the municipality’s territory is 331 km2, with 3 urban areas, 1 administrative area and 46 rural settlements. The municipality is part of the group of municipalities with significant reserves of underground reosurces: lead, zinc, copper, gold etc. There are also good conditions for development of agriculture, livestock, beekeeping and industrial, cultural tourism, ecotourism.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Mitrovica** | 331 | 71909 | 63.07 |

Based on individual data analysis, the municipality of Mitrovica South has marked a performance that is the same as country’s average (63.07%).

**Highest achievements**

The municipality has a very high performance in the field of municipal emergencies (96.09%), waste management (95.12%), urban planning (92.59%), public transport (87.32%), public administrative services (84.82%), local environment protection (81.49%), 69.36%), and roads and sidewalks (66.91%). Low performance of service provision has been noted in the field of culture, youth and sports (43.42%), sewage (39.49%). The municipality of Mitrovica has a low level of performance in the fields as follows: public parking lots (31.10%), municipal transparency (28.02%), social and family welfare (4.20 %).

**Lowest achievements according to indicators**

The municipality of Mitrovica South has a low-level performance in the indicators as follows: employees with disabilities in municipal institutions, by gender (0.42%), area of public green spaces in m2 per capita (0.90%), population benefiting from the social scheme (3.21%), area of public squares in m2 per capita (0.90%), acts adopted by the Municipal Assembly for which the public was consulted (6.67%), parking lots for motor vehicles in the territory of the municipality (7.88 %). Green spaces and square spaces are 0.90 m2 per capita, while the municipality has deposited 492.19 kg of waste per capita.

**Recommendations**

Based on general and specific analysis and findings from this research, the municipality of Mitrovica South should work with greater commitment in these aspect:

* Issue of employees with disabilities in municipal institutions by gender
* Area of public green spaces in m2 per capita
* Problems of population benefiting from the social scheme
* Area of public squares in m2 per capita
* Acts adopted by the Municipal Assembly for which the public was consulted
* Problems of parking lots for motor vehicles in the territory of the municipality

1. Obilic

The Municipality of Obilic is located in the central part of the territory of the Republic of Kosovo. The geographic size of the territory of the municipality is 105 km2, with 1 urban administrative area and 18 rural settlements. It is part of the group of municipalities with good conditions for development of agriculture. It is rich with large coal reserves and has developed the industry for production of thermal energy. It is a typical agro-industrial place.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Obilic** | 105 | 21549 | 60.34 |

Based on individual data analysis, it was concluded that the municipality of Obilic has achieved a moderate level performance (60.34%).

**Highest achievements**

The municipality has a very high performance in the field of public transport (100.00%), drinking water (93.72%), local environment protection (80.77%), public administration services (78.44%), culture, youth and sports (76.90%), waste management (76.63%), municipal emergencies (68.75%), municipal transparency (68.27%). The municipality of Obiliq has only one service at moderate level, as it can be seen in the chart below: sewage (44.18%). The municipality has marked low performance in provision of the services such as: urban planning (32.37%), social welfare (27.18%), roads and sidewalks (25.77%), and public parking lots (11.48%).

**Lowest achievements according to indicators**

The municipality has marked low performance in the fields as follows: area of public squares in m2 per capita (0.57%), area of public green spaces in m2 per capita (1.48%), maintained local roads (2.94%), parking spaces for motor vehicles in the territory of the municipality (2.99%), population benefiting from the social scheme (4.17%), parking spaces intended for taxi (6.45%).

Green spaces and square spaces are 1.03 m2 per capita, while the municipality has deposited 204.36 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Obiliq should work with greater commitment in these aspects:

* Area of public squares in m2 per capita
* Area of public green spaces in m2 per capita
* Regulation of the issue of maintained local roads
* Problems of parking spaces for motor vehicles in the territory of the municipality
* Problems of population benefiting from the social scheme
* Parking spaces intended for taxi

1. Peja

Municipality of Peja is located in the western part of the territory of the Republic of Kosovo. The geographic size of municipality’s territory is 603 km2 with 1 urban administrative area and 79 rural settlements. The municipality of Peja falls in the group of municipalities with good conditions for development of agriculture, forestry and livestock. There are large natural resources, with mountain range Bjeshkët e Nemura, which enable the development of summer and winter tourism, and in particular in this municipality is developed agro-business.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Peje** | 603 | 96450 | 66.74 |

Based on individual data analysis, it was concluded that the municipality of Peja has achieved a moderate level performance (66.74%).

**Highest achievements**

The municipality has marked a high-level performance in the provision of municipal administrative services (99.09%), culture, youth and sports (96.59%), urban planning (94.75%), municipal emergencies (89.29%), drinking water (83.68%), waste management (73.55%). The municipality of Peja has achieved moderate level performance in these fields: municipal transparency (66.00%), public transport (57.69%), social welfare (51.75%), environmental protection (46.05%), roads and sidewalks (41.11% ), and sewage (40.78%). The municipality of Peja has only one service at a low level, public parking lots (27.27%).

**Lowest achievements according to indicators**

The municipality has marked low-level performance in the fields as follows: employees with disabilities in municipal institutions, by gender (0.19%), area of public squares in m2 per capita (0.21%), population benefiting from the social scheme (1.08%), parking spaces for motor vehicles in the territory of the municipality (3.05%), area of public green spaces in m2 per capita (4.98%), employees from non-majority communities by gender (5.18%),

Green spaces and square spaces are 2.59 m2 per capita, while the municipality has deposited 340.29 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Peja should work with greater commitment in these aspects:

* Regulation of employees with disabilities in municipal institutions, by gender
* Area of public squares in m2 per capita
* Problems of population benefiting from the social scheme
* Issues of parking spaces for motor vehicles in the territory of the municipality
* Area of public green spaces in m2 per capita
* Issues of employees from non-majority communities by gender

1. Podujeva

Municipality of Podujeva is located in the north-eastern part of the territory of the Republic of Kosovo. The geographic size of the municipality territory is 633 km2, with 1 urban administrative area and 78 rural settlements. It falls in the group of municipalities with good conditions for development of agriculture, forestry and livestock. In this municipality is developed agro-business and small wood processing industry.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Podujeva** | 633 | 88499 | 65.77 |

Based on individual data analysis, it was concluded that the municipality of Podujeva has achieved a moderate level performance (65.77%).

**Highest achievements**

The municipality has a high performance in the field of municipal emergencies (99.25%), administrative services (99.16%), culture, youth and sports (84.91%), waste management (82.22%), local environment protection (79.50%), drinking water (75.68%), public transport (66.35 %). The municipality of Podujeva has low-level performance in the fields as follows: roads and sidewalks (59.25%), municipal transparency (55.59%), urban planning (43.89%), sewage (42.03%), social welfare (33.72%), and public parking lots (33.41 %).

**Lowest achievements according to indicators**

The municipality has marked low-level performance in the fields as follows: population benefiting from the social scheme (0.11%), area of public squares in m2 per capita (0.23%), employees with disabilities in municipal institutions by gender (0.36%), employees from non-majority communities by gender (0.56%), parking spaces for motor vehicles in the territory of the municipality (2.15%), women and girls participating in public meetings (2.94%),

Green spaces and square spaces are 1.75 m2 per capita, while the municipality has deposited 125.84 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Podujeva should work with greater commitment in these aspects:

* Issues of population benefiting from the social scheme
* Area of public squares in m2 per capita
* Problems of employees with disabilities in municipal institutions by gender
* Problems of employees from non-majority communities by gender
* Regulation of parking spaces for motor vehicles in the territory of the municipality
* Involvement of women and girls in public meetings

1. Prishtina

Municipality of Prishtina is located on the eastern part of the territory of the Republic of Kosovo. The geographic size of the municipality’s territory is 514 km2, with 4 urban areas, one administrative centre and 43 rural settlements. Prishtina is the capital of the Republic of Kosovo. The municipality has special activity as the capital representing the main administrative, educational, economic and cultural base of the country.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Prizren** | 633 | 198897 | 69.55 |

Based on individual data analysis, it was concluded that the municipality of Prishtina has achieved a high-level performance (69.55%).

**Highest achievements**

The municipality has a high-level performance in the field of municipal emergencies (96.30%), public administration services (92.22%), waste management (90.76%), culture, youth and sports (84.36%), drinking water (77.86%), municipal public transport (76.70%), sewage (67.69%). Moderate performance has been achieved in the services as follows: public parking lots (61.86%), municipal transparency (60.94%), local environment protection (53.91%), roads and sidewalks (50.72%), urban planning (49.62 %), and social welfare (41.15%). It is worth mentioning that the municipality of Prishtina has no service at a low level.

**Lowest achievements according to indicators**

The municipality has marked a low-level performance in the fields as follows: employees with disabilities in municipal institutions by gender (0.17%), areas of public squares in m2 per capita (0.61%), employees from non-majority communities by gender (1.35%), territory of the municipality for which detailed regulatory plans and zonal maps exist (5.94%).

Green spaces and square spaces are 3.28 m2 per capita, while the municipality has deposited 307.31 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Prishtina should work with greater commitment in these aspects:

* Issues of employees with disabilities in municipal institutions, by gender
* Area of public squares in m2 per capita
* Respecting of the quota for employees from non-majority communities by gender
* Registration of the territory of the municipality for which detailed regulatory plans and zonal maps exist

1. Prizren

The municipality of Prizren is located in southern part of the territory of the Republic of Kosovo. The geographical size of this municipal territory is 603 km2, with 2 urban areas, of which 1 administrative area and 74 rural settlements. It falls in the group of municipalities with good conditions for development of agriculture and livestock. Agro-business and cultural tourism in this municipality are well developed.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Prizren** | 603 | 177781 | 65.69 |

Based on individual data analysis, it was concluded that the municipality of Prizren has achieved a high-level performance (65.69%).

**Highest achievements**

The municipality has a high-level performance in the field of municipal emergencies (94.44%), waste management (93.92%), drinking water (86.54%), urban planning (71.03%). The municipality of Prizren has moderate-level performance in the fields as follows: sewage (66.20%), local public transport (65.35%), local environment protection (61.46%), roads and sidewalks (58.77%), culture, youth and sports (58.02%), municipal transparency (57.60%), public parking lots (47.58%), and social welfare (47.44%). A particular feature of this municipality is that the lowest level was marked in the provision of municipal administrative services (45.62%).

**Lowest achievements according to the indicators**

The municipality has marked a low-level performance in the fields as follows: population benefiting from the social scheme (0.55%), employees with disabilities in municipal institutions, by gender (0.59%), parking space for motor vehicles in the territory of the municipality (0.99%), settlements in the wastewater treatment system (1.35%), municipal environmental permits (5.84%), acts approved by the municipal assembly for which the public has been consulted (6.90%),

Green spaces and square spaces are 6.20 m2 per capita, while the municipality has deposited 281.96 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Prizren should work with greater commitment in these aspects:

* Regulation of problems of population benefiting from the social scheme
* Regulation of issues of employees with disabilities in municipal institutions, by gender
* Regulation of parking space for motor vehicles in the territory of the municipality
* Inclusion of settlements in the wastewater treatment system
* Regulation of environmental issues and municipal environmental permits
* % of acts approved by the municipal assembly for which the public has been consulted

1. Rahovec

The municipality of Rahovec is located in the south-western part of the Republic of Kosovo territory. The geographic size of the municipality territory is 278 km2, with 1 urban administrative area and 36 rural settlements. It is part of municipalities with good conditions for the development of agriculture, arboriculture and livestock. The municipality cultivates grape and the wine production industry is well developed.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Rahovec** | 278 | 56208 | 56.05 |

Based on individual data analysis, it was concluded that the municipality of Rahovec has achieved a moderate-level performance (56.05%).

**Highest achievements**

The municipality has a high-level performance in the field of waste management (90.06%), drinking water (88.32%), municipal emergencies (83.33%), local environment protection (79.46%), administrative services (63.60%), urban planning (60.42%), culture, youth and sports (58.90%), municipal transparency (47.38%), sewage (44.77%), public transport (37.87), social welfare (37.78%). The municipality of Rahovec has low-level performance in provision of two services: roads and sidewalks (32.40) and public parking lots (4.38%).

**Lowest achievements according to indicators**

The municipality has low-level performance in the fields as follows: area of public green spaces in m2 per capita (0.36%), employees with disabilities in municipal institutions, by gender (0.42%), employees from non-majority communities by gender (1.61%), parking spaces for motor vehicles in the territory of the municipality (3.15%), citizens' participation in activities for culture, youth and sports (3.78%), population benefiting from the social scheme (4.68%).

Green spaces and square spaces are 0.20 m2 per capita, while the municipality has deposited 151.88 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Rahovec should work with greater commitment in these aspects:

* Area of public green spaces in m2 per capita
* Problem of employees with disabilities in municipal institutions, by gender
* Issues of employees from non-majority communities by gender
* Regulation of parking spaces for motor vehicles in the territory of the municipality
* Encouragement of citizens' participation in activities for culture, youth and sports
* Regulation of issues of population benefiting from the social scheme

1. Shtime

The municipality of Shtime is located in the central part of the territory of the Republic of Kosovo. The geographical area of the municipality is 134 km2, with 1 urban administrative area and 23 rural settlements. It falls in the group of municipalities with good conditions for the development of agriculture and arboriculture. It is also rich in minerals and limestone.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Shtime** | 134 | 27324 | 65.44 |

Based on individual data analysis, it was concluded that the municipality of Shtime has achieved a high-level performance (65.44%).

**Highest achievements**

The municipality has a high-level performance in the field of administrative services (100.00%), municipal emergencies (97.92%), public transport (97.10%) drinking water (85.01%) and culture, youth and sports (82.36%). The municipality of Shtime has marked moderate-level performance in provision of services in the fields of waste management (64.59%), municipal transparency (64.17%), roads and pavements (62.85%), local environment protection (57.00%), urban planning (45.03%), social welfare (33.83%). Low-level performance has been marked in the field of public parking lots (31.32%) and sewage (28.59%).

**Lowest achievements according to indicators**

The municipality had marked low-level performance in the fields as follows: area of public squares in m2 per capita (0.05%), population benefiting from the social scheme (1.50%), employees from non-majority communities by gender (1.55%), parking lots with reserved parking for people with disabilities (7.41%). Green spaces and square spaces are 4.12 m2 per capita, while the municipality has deposited 103.84 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Shtime should work with greater commitment in these aspects:

* Area of public squares in m2 per capita
* Regulation of problems of population benefiting from the social scheme
* Respecting of employees from non-majority communities by gender
* Regulation of parking lots with reserved parking for people with disabilities

1. Skenderaj

The Municipality of Skenderaj is located in the central part of the territory of the Republic of Kosovo. The geographical size of the municipality is 374 km2, with 1 urban administrative area and 49 rural settlements. The municipality is part of the group of municipalities with good conditions for development of agriculture, forestry, arboriculture and livestock. It is also rich in underground minerals.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Skenderaj** | 374 | 50858 | 58.35 |

Based on individual data analysis, it was concluded that the municipality of Skenderaj has achieved a moderate-level performance (58.35%).

**Highest achievements**

The municipality has a high-level performance in the field of providing public administration services (99.87%), culture, youth and sports (89.37%), urban planning (82.57%), municipal emergencies (79.18%), drinking water (69.36%), waste management (66.43%). The municipality of Skenderaj has marked moderate-level performance in providing services in the fields as follows: local public transport (58.64%), roads and sidewalks (53.44%), local environment protection (46.08%), municipal transparency (44.1%). The municipality of Skenderaj has marked a low-level performance in the services as follows: social welfare (32.28%), public municipal parking lots (32.03%) and sewage (5.15%).

**Lowest achievements according to the indicators**

The municipality has marked low-level performance in the fields as follows: population benefiting from the social scheme (0.15%), area of public squares in m2 per capita (0.20%), employees with disabilities in municipal institutions by gender (0.64%), employees from non-majority communities by gender (0.72%), notices published for holding 2 public meetings (1.00%), timely approval of municipal budget proposal by the Municipal Assembly (1.00%), Green spaces and square spaces are 0.73 m2 per capita, while the municipality has deposited 132.73 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Skenderaj should work with greater commitment in these aspects:

* Regulation of issues of population benefiting from the social scheme
* Area of public squares in m2 per capita
* Greater inclusion of employees with disabilities in municipal institutions by gender
* Respecting the quota for employees from non-majority communities by gender
* Timely notice for holding 2 public meetings
* Timely approval of municipal budget proposal by the Municipal Assembly

1. Suhareka

The municipality of Suhareka is located in the south-central part of the territory of the Republic of Kosovo. The geographical area of the municipality is 361 km2, with 1 urban administrative area and 42 rural settlements. The municipality is part of municipalities with good conditions for development of agriculture, arboriculture and viticulture. It is known for its grape and wine production, leather and shoe processing, and agro-business.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Suhareka** | 361 | 59722 | 53.75 |

Based on individual data analysis, it was concluded that the municipality of Suhareka has achieved a moderate-level performance (53.75%).

**Highest achievements**

The municipality marked a high-level performance in providing services in the field of public administration (96.76%), culture, youth and sports (87.12%), waste management (84.11%) and drinking water (66.90%). The municipality has marked a moderate-level performance in the fields as follows: local environment protection (64.66%), sewage (57.00%), municipal emergencies (50.00%), municipal transparency (44.17%), roads and sidewalks (38.93%), urban planning (34.64%) and public transport (33.62%). The municipality of Suhareka has marked very low-level performance in providing services in two fields, public parking lots and social and family welfare respectively.

**Lowest achievements according to indicators**

The municipality has marked low-level performance in the fields as follows: population benefiting from the social scheme (0.10%), employees with disabilities in municipal institutions, by gender (0.37%), employees from non-majority communities by gender ( 0.74%).

Green spaces and square spaces are11.89 m2 per capita, while the municipality has deposited133.52 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Suhareka should work with greater commitment in these aspects:

* Encouraging the population benefiting from the social scheme
* Involvement of employees with disabilities in municipal institutions, by gender
* Possibility of involving the employees from non-majority communities by gender

1. Viti

The Municipality of Viti is located on the south-eastern part of the Republic of Kosovo. The geographic size of the municipality’s territory is 270 km2, with 1 urban administrative area and 39 rural settlements. The municipality falls in the group of municipalities with good conditions for development of agriculture, arboriculture and livestock. Also, agro-business is quite developed.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Viti** | 270 | 46987 | 61.00 |

Based on individual data analysis, it was concluded that the municipality of Vitia has achieved a moderate-level performance (61.00%).

**Highest achievements**

The municipality has marked high-level performance in providing services in the field of public administration (99.68%), culture, youth and sports (90.10%), municipal emergencies (86.36%), drinking water (78.55%), urban planning (72.98%), public transport (68.87%). The municipality of Vitia has marked moderate-level performance in the following fields: environmental protection (63.10%), municipal transparency (57.78%), sewage (41.49%), waste management (40.81%), social welfare (38.03%). It has low-level performance in providing services in two fields, roads and sidewalks and public parking lots respectively.

**Lowest achievements according to indicators**

The municipality has marked low-level performance in the fields as follows: employees with disabilities in municipal institutions, by gender (0.27%), employees from non-majority communities by gender (0.27 %), area of green public spaces in m2 per capita (0.29%), area of public squares in m2 per capita (0.47%), parking lots with reserved parking spaces for people with disabilities ( 0.57%).

Green spaces and square spaces are 0.38 m2 per capita, while there is no data on how much waste per capita the municipality has deposited.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Vitia should work with greater commitment in these aspects:

* Issue of employees with disabilities in municipal institutions, by gender
* Respecting the employees from non-majority communities by gender
* Area of green public spaces in m2 per capita
* Area of public squares in m2 per capita
* Increase the number of parking lots with reserved parking spaces for people with disabilities

1. Vushtri

The Municipality of Vushtri is located northeast of the Republic of Kosovo. The geographic size of the municipality’s territory is 345 km2, with 1 urban administrative area and 67 rural settlements. The municipality falls in the group of municipalities with good conditions for development of agriculture and livestock. It is also known for production of potato and other food products. Agro-business, wood and metal processing industries are also very developed. Moreover, the municipality contains cultural heritage sites.

**Overview of the municipality**

|  |  |  |  |
| --- | --- | --- | --- |
| Municipality | Territory in km2 | Number of residents | Performance % |
| **Vushtri** | 345 | 69870 | 65.73 |

Based on individual data analysis, it was concluded that the municipality of Vushtri has achieved a moderate-level performance (65.73%).

**Highest achievements**

The municipality has a high-level performance in providing services in the field of public administration (98.76%), local emergencies (93.42%), culture, youth and sports (82.98%), public transport (78.55%), local environment protection (76.02%), municipal transparency (73.44%), waste management (73.25%), drinking water (66.69%). The municipality had moderate-level performance in providing services in the fields as follows: social and family welfare (49.40%), roads and sidewalks (49.23%), public parking (43.56%), sewage (35.51%) and urban planning (33.67%).

**Highest achievements according to indicators**

The municipality had low-level performance in the fields as follows: employees with disabilities in municipal institutions, by gender (0.13%), area of public squares in m2 per capita (0.14%), area of public green spaces in m2 per capita (0.86%), employees from non-majority communities by gender (0.98%), settlements in wastewater treatment system (1.49%), population benefiting from the social scheme (2.09%). Green spaces and square spaces are0.50 m2 per capita, while the municipality has deposited 321.58 kg of waste per capita.

**Recommendation**

Based on general and specific analysis and findings from this research, the municipality of Vushtrri should work with greater commitment in these aspects:

* Greater involvement of employees with disabilities in municipal institutions, by gender
* Area of public squares in m2 per capita
* Area of public green spaces in m2 per capita
* Involvement of employees from non-majority communities by gender
* Settlements in wastewater treatment system
* Regulation of population benefiting from the social scheme

1. Robert Behn, Public Administration Review, Harvard University 2003, vol. 3, p. 3. [↑](#footnote-ref-1)
2. The following indicators, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.5, 2.2.6, are not included in the calculation for the following municipalities: Frizaj, Hani Elezit, North Mitrovica, Klina and Gjakova. This was done as a result of malfunction of the websites of these municipalities. [↑](#footnote-ref-2)