

2023 Municipal ID



Municipal ID

May 2023

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Executive Summary

- According to a population estimate and projection from the end of 2021, Kosovo has 6,050 or 0.34% fewer inhabitants compared to 2011. 20 municipalities saw a decline in the number of inhabitants, while 18 municipalities, experienced an increase in population, compared to 2011. The highest population decline was found in the municipalities of Kamenica (-27%), Obiliq (-20%), Gjilan (-18%) and Vushtrri (-13%), and South Mitrovica (-5%), while the municipalities where the population has increased include Gracanica (14%), Fushë Kosova (13%), Prishtina (10%) and Prizren (9%).
- The number of pupils in primary and secondary schools nationwide has continued to decline steadily. In the 2021/22 school year, there were 134,366 pupils less (or 30%) compared to the 2008/2009 school year. The highest decrease in the number of pupils was found in the municipalities of Kamenica and Junik (-53%), Rahovec, Dragash and Viti (-45%), Gjilan and Suhareka (-41%), while Fushë Kosova and Novo Brdo municipalities saw an increase in the number of pupils.
- As for the educational staff, which include teachers, administrative staff and support staff, their number has remained almost the same since the 2013/2014 school year, when MEST published detailed data on this category. Compared to 2013/2014 school year, in the 2021/2022 school year, the number of teachers decreased by -1%, the number of support staff increased by 6%, while the number of administrative staff fell by -3%.
- The number of citizens receiving social assistance has been declining in recent years. In December 2016, the total number of citizens under social schemes included 107,575 people, while in January 2023, this number had decreased by 19,672 to 87,903 citizens.
- 5,914 civil servants work in all municipalities of Kosovo. Based on the population in municipalities, the ratio of civil servants per capita is the highest in Prizren, where one civil servant serves 559 citizens, in Drenas, this ratio is one servant for every 494 citizens, in Prishtina 449, in Gjakova 436, while the lowest ratio appears in Zubin Potok, Partes, Klokot and Ranilug municipalities where in average one civil servant covers up to 88 citizens.
- The highest gender gap in the category of civil servants is found in the municipalities of Hani i Elezit and Viti, with women making only 7% of employees, followed by municipalities like Dragash, Malisheva, Kamenica, Klina, Kaçanik and Junik. On the other hand, equal or favorable women representation among employees was found in the municipalities of North Mitrovica, Gracanica, Prishtina and Zvecan.
- In 34 Kosovo municipalities out of 38 in total, there are 361 municipal directorates, of which 105 directorates (or 29%) are led by women, and 256 (or 71%) by men. The biggest gender gap is found in Fushë Kosova, where out of 11 directorates, only one is led by a woman, in Malisheva, where out of ten directorates, one is led by a woman, in Istog, out of 11 directorates, two are led by women, in Strpce, where one out of eight directorates is led by a woman, in Klina, with one out of ten directorates led by a woman and in Dragash, with also one

out of eight directorates being led by a woman. Meanwhile, equal division of directorates between men and women is found in Drenas and in Hani i Elezit. Otherwise, a higher representation of women at political positions is also found in Junik, where out of seven directorates, three are led by women, in Kamenica, out of 11 directorates, five are led by women, in Prishtina, out of 16 directorates, seven are led by women.

- The biggest gender gap is found in the budget distribution in the public sector. Within one year, 262,505,503 Euro are allocated for salaries to all Kosovo municipalities. Of these, 134,905,810 Euro go to positions held by men, and 127,599,693 Euro to positions held by women. The municipalities that spend their budget mostly for salaries of men include: Ferizaj, Deçan, Hani i Elezit, Skenderaj, Podujevo, Viti, Dragash, Kaçanik, Kamenica and Malisheva. Meanwhile, the municipalities that spend their budget mostly for salaries of women include: Prishtina, Peja, Gjilan, Fushë Kosova, Suhareka, Obiliq, Gjakova and South Mitrovica.
- Planned budget of all Kosovo municipalities for 2023 amounts to 658 million Euro. Compared to a year earlier (2022), the budget amount has

increased by 102 million Euro. The municipalities that saw the highest budget increase of up to five million Euros, compared to the previous year, include: Fushë Kosova, Mitrovica South, Peja, Podujeva, Prishtina, Prizren, Skenderaj, Ferizaj, Vushtrri and Malisheva. Capital investments are a category with the highest budget increase, between 2022 and 2023. During 2022, spending of up to 100% of budget allocation on capital investment was found in municipalities of Ferizaj and Malisheva, while a rate of over 90% in Viti, Suhareka, Rahovec, Obiliq, Mitrovica North, Gjilan and Drenas. Meanwhile, the lowest percentage was recorded in Fushë Kosova with 26%, Prishtina 28%, Zubin Potok 41% and Kllokot 42%. Fushë Kosova and Prishtina saw the lowest percentage of budget expenditures on capital investments in the last six years.

- Kosovo municipalities struggle with a high rate of uncollected debts, which they are not able to collect from citizens and businesses. The highest level of debt involves property tax. Thus, 34 municipalities of Kosovo have an uncollected debt of 220 million Euro. This figure is 20 million Euro higher in 2022 compared to the previous year. The municipality

with the highest share of uncollected debts is Prishtina, with an uncollected sum of nearly 70 million Euro. Prishtina is followed by Peja with nearly 22 million Euro, Prizren with nearly 19 million Euro, Ferizaj with 16 million Euro, and Gjilan, which failed to collect 13 million Euro. A comparison between 2021 and 2022 shows that no municipality managed to reduce the level of debt.

- According to TAK data, 397,005 people were employed throughout Kosovo by the end of 2022, or 35,074 persons more (9.7%) than a year ago. According to population estimates, 219,017 residents live in Pristina, while according to TAK data from 2022, 215,288 persons work in Prishtina. According to TAK public data on economic activity of businesses, it seems that in 2022, businesses with the highest turnover included Municipality of Pristina, with a participation rate of 41.7% in the overall economic activity in the country, Gracanica with 10.6%, Ferizaj with 6.5%, Prizren with 5.6%, Fushë Kosova with 4.4%, etc. Divided by specific sectors, it seems that in 2022, at the national level, the prevailing activity included wholesale and retail trade (48.4%), processing industry (13.3%), electricity supply (8.7%), construction (8.5%) etc.

Introduction

Kosovo municipalities lack data and analysis of comparative data in the areas that fall under the competence of local government. Lack thereof brings about an inability to render decisions based on the real state of play. In order to bridge this gap, GAP Institute has published a series of reports called 'Municipal ID' since 2009, focusing on the main developments in Kosovo municipalities, providing comparable data between years and between sectors. These reports were developed to include various areas, reflecting the trends of municipal developments.

In the field of education, the report presents the number of pupils in all Kosovo municipalities, for the entire pre-university education system, compared between the school years 2008/2009 and 2021/2022. In the same area, records on the number of teachers, administrative staff and support staff have been provided. This has pointed to the necessity that municipalities start developing plans and undertake initiatives to address issues arising from the continuous decline in the number of pupils in schools. In the same area, the report goes on to show the teacher-student ratio for all levels of pre-university education. Data show that the student-teacher ratio at the levels of pre-school, primary and lower secondary education in some municipalities is one teacher per 23 pupils, while in some other municipalities, one teacher per nine pupils.

The decrease in the number of citizens benefiting from social assistance schemes appears to be positive. The report also provides data in the field of local administration, municipal budget, local economy, social issues and public services under the municipal competence.

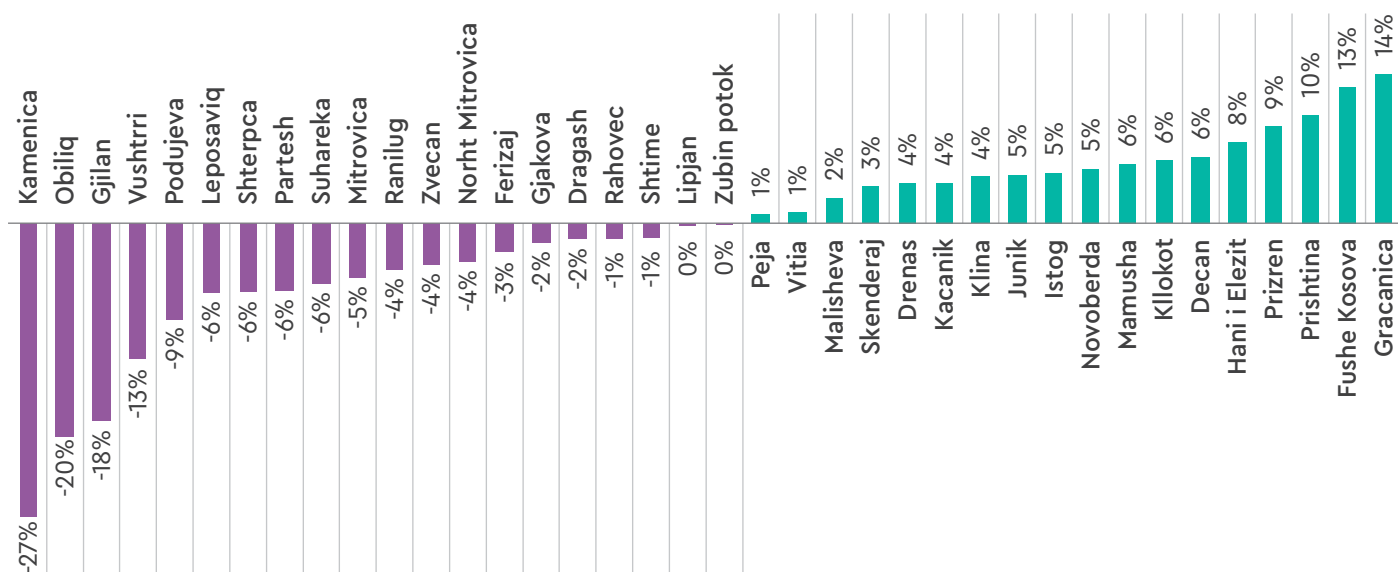
Methodology: Municipal ID was developed based on official sources accessible online, and requests for access to public documents. Each table within the report, provides reference to presented data, as per relevant institutions.

1.1 Population

According to Kosovo Agency of Statistics (KAS), the total population in Kosovo, as of December 31, 2021, is 1,773,971 inhabitants, or 6,050 or 0.34% less than in 2011, when the last population census was conducted.

20 municipalities experienced a decline in the number of the population, while in 18 municipalities, there was an increase in population, compared to 2011. The largest population decline was found in the municipalities of Kamenica (-27%), Obiliq (-20%), Gjilan (-18%) and Vushtrri (-13%), while the municipalities in which the population increased include Gracanica (14%), Fushë Kosova (13%), Prishtina (10%) and Prizren (9%).

Fig. 1 Population trends by municipality 2011–2021

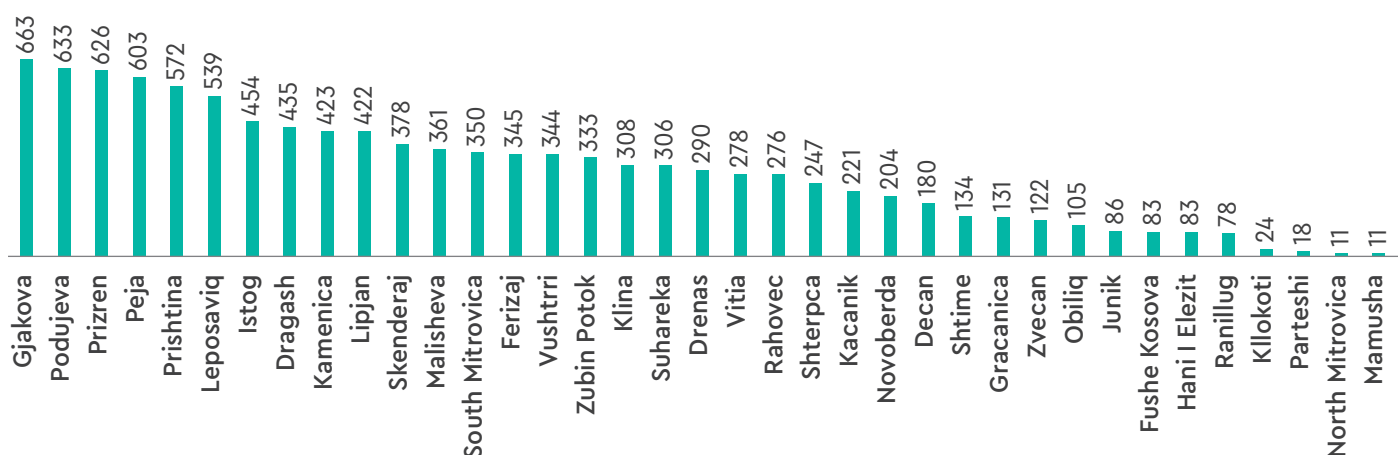


Source: GAP, based on KAS census data, and 2011 and 2021 population estimates

1.2 Territory

The municipality with the largest territory is the Municipality of Leposaviq, while the municipality with the smallest territory is the Municipality of North Mitrovica.

Fig. 2 Municipal territories in square kilometers

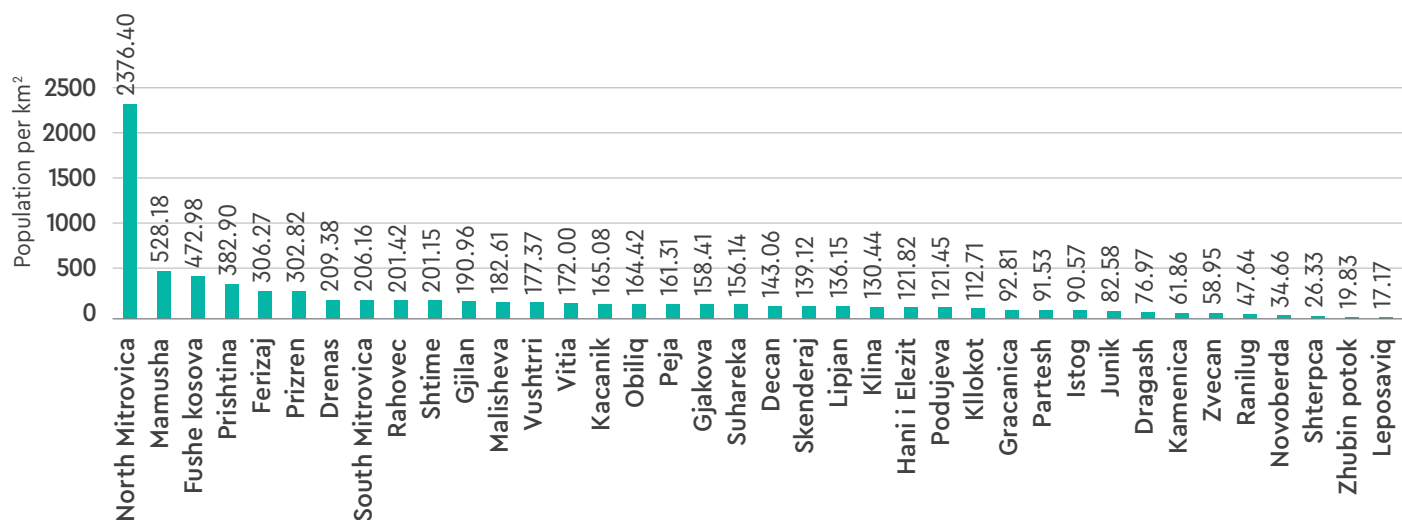


Source: Law on Local Government Finances

1.3 Population Density

With reference to the population density per square kilometer, it appears that in its five square kilometers of surface area, the Municipality of North Mitrovica records the highest population density, while Municipality of Leposavic is the municipality with the lowest density, that on the other hand has the largest territory compared to other municipalities, with only 17 residents per square kilometer. The six municipalities with the lowest population density are the municipalities inhabited by majority Serb population.

Fig. 3 Population density by municipality

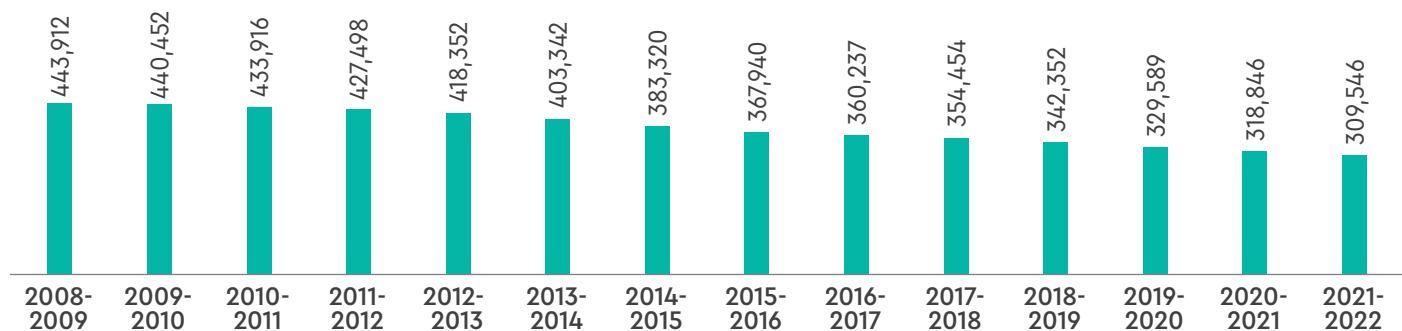


Source: The data presented herein are compared with the 2021 population estimates, and the surface areas of the municipalities, pursuant to the Law on Local Government Finances

2. Education

The number of pupils in primary and secondary schools Kosovo-wide has continued to decline steadily. Compared to the 2008/2009 school year, in the 2021/22 school year, 134,366 fewer students attended classes, thereby highlighting a decline of 30.3%.

Fig. 4 Number of pupils in the primary and secondary education system 2008–2022

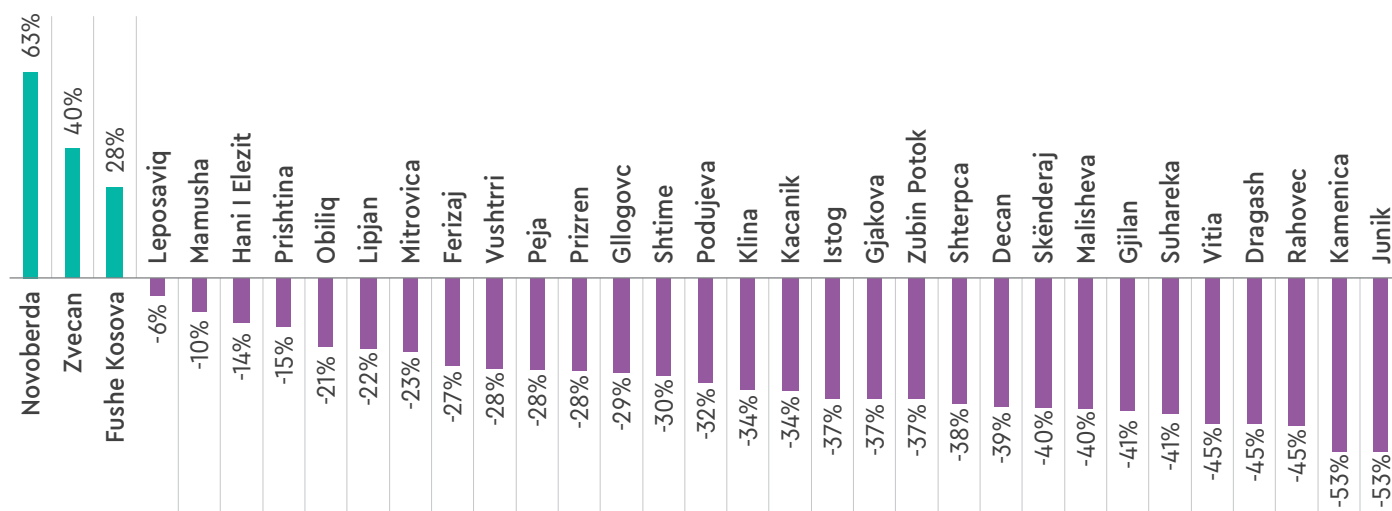


Source: GAP, based on MEST statistics

The decline in the number of pupils is witnessed in 30 other Kosovo municipalities, with an increase in only three municipalities.¹ The municipalities with an increase in the number of pupils include the Municipality of Novo Brdo, which after the decentralization process has seen an increase in population and territory, and consequently an increase in the number of pupils; Municipality of Zvecan, for which there are no complete data, except for schools in Albanian language; as well as the Municipality of Fushë Kosova, which records an increase in the number of pupils, due to the increase in the population number.

A higher decrease in the number of pupils is seen in the municipalities of Kamenica and Junik (-53%), Rahovec, Dragash and Viti (-45%), Gjilan and Suhareka (-41%).

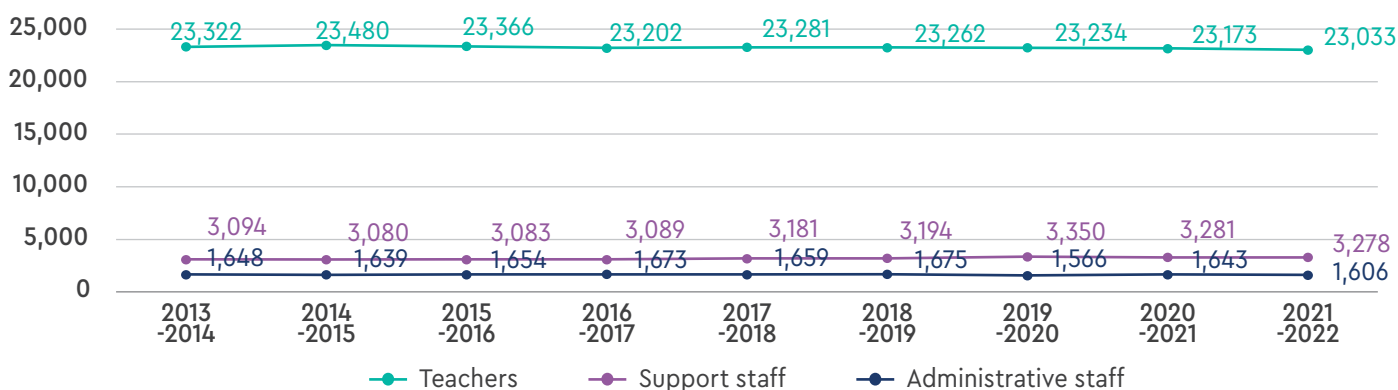
Fig. 5 Trends in the number of pupils in municipalities 2008–2022



Source: GAP, based on MEST statistics

When it comes to educational personnel (teachers, administrative staff and support staff), since the school year 2013/2014, the year in which MEST published detailed data for this category, the number of school personnel has remained almost the same. Compared to the 2013/2014 school year, in the 2021/2022 school year, the number of teachers dropped by 289 (-1%), the number of support staff increased by 184 (6%), while the number of administrative staff fell by 42 (-3%).

Fig. 6 Educational staff number trends 2013–2022

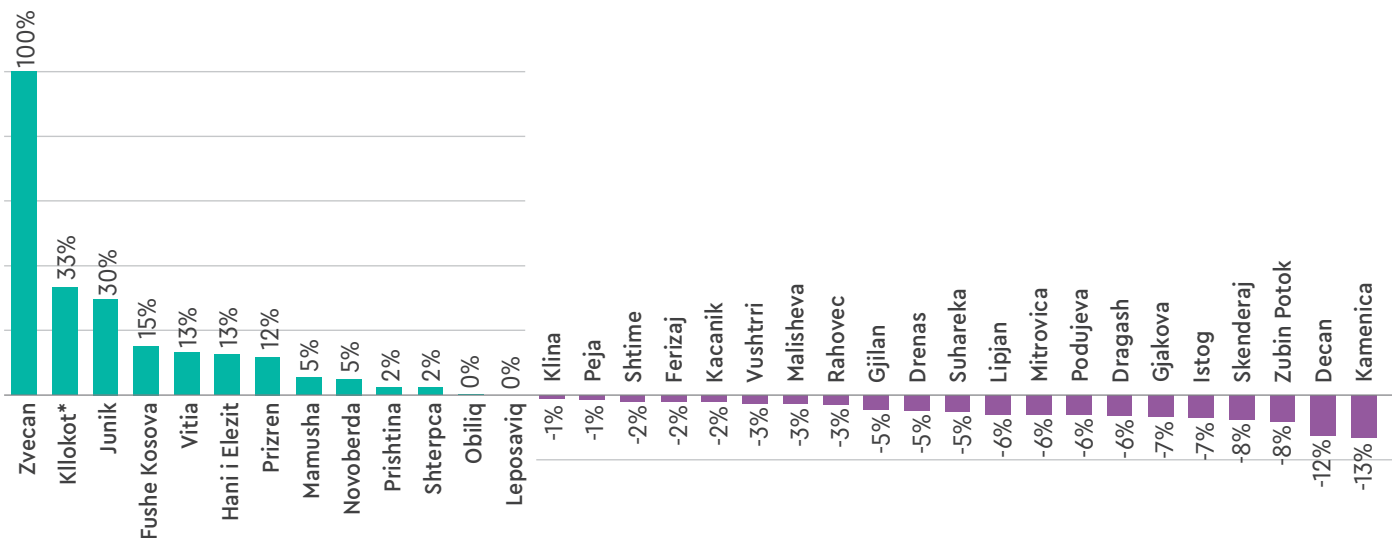


Source: GAP, based on MEST statistics

¹ Comparable data are missing for municipalities: Gračanica, North Mitrovica, Klokot, Partesh, Ranilug.

The municipalities with the highest decline in the number of teachers are Kamenica (-13%), Deçan (-12%), Skenderaj (-8%), Istog and Gjakova (-7%). On the other hand, municipalities that saw an increase in the number of teachers are Zvecan, Klllokot, Junik, Fushë Kosova, Viti, Hani i Elezit, Prishtina, Strpce and Obiliq.

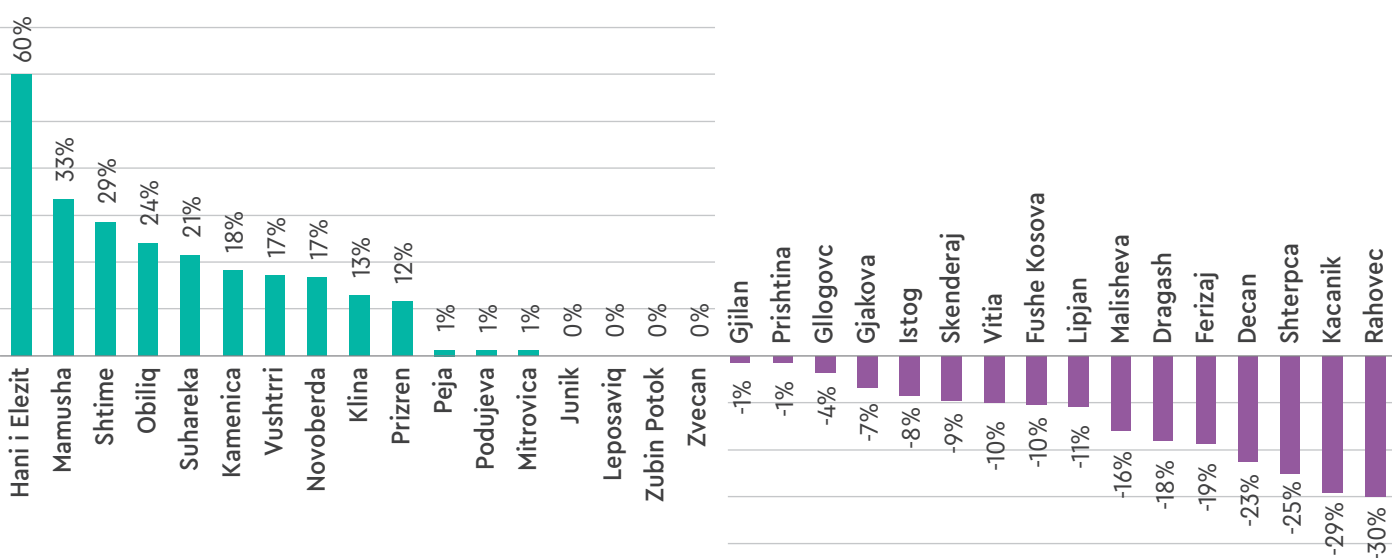
Fig. 7 Trends of number of teachers, by municipality 2013–2022



Source: GAP, based on MEST statistics

The number of administrative staff increased in municipalities such as Hani i Elezit (60%), Mamusha (33%), Shtime (29%), Obiliq (24%), Suhareka (21%), Kamenica (18%), Vushtrri (17%), while a 30% decline was observed in Rahovec, Kaçanik (-29%), Strpce (-25%) and Deçan (-19%). While Fushë Kosova, saw an increase in the number of pupils by 28%, it suffered a 10% drop in administrative staff.

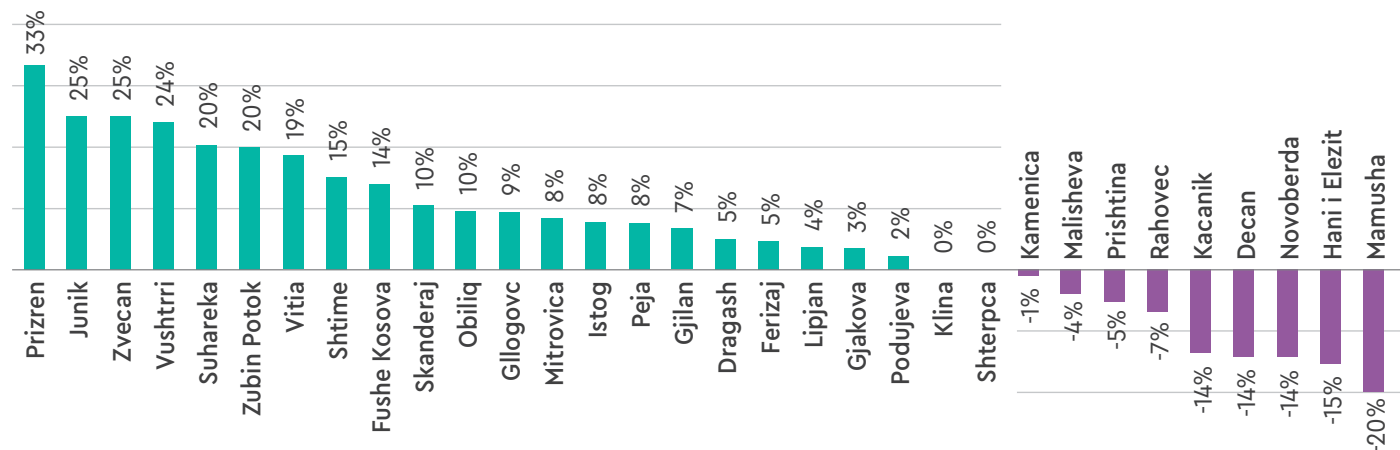
Fig. 8 Administrative staff trends by municipality 2013–2022



Source: GAP, based on MEST statistics

The number of support staff (maintenance, technical) increased in almost all municipalities. This increase has been noticed despite the fact that a high number of municipalities outsourced their school maintenance services, thereby contracting them through public procurement. In Prizren, this increase is 33%, in Junik and Zvečan 25%, Vushtrri 24% and Suharekë 20%. Meanwhile, a decline in support staff is witnessed in municipalities such as Kamenica, Malishevo, Prishtina, Rahovec, Kaçanik, Deçan, Novo Brdo, Hani i Elezit.

Fig. 9 Support staff trends by municipality 2013–2022

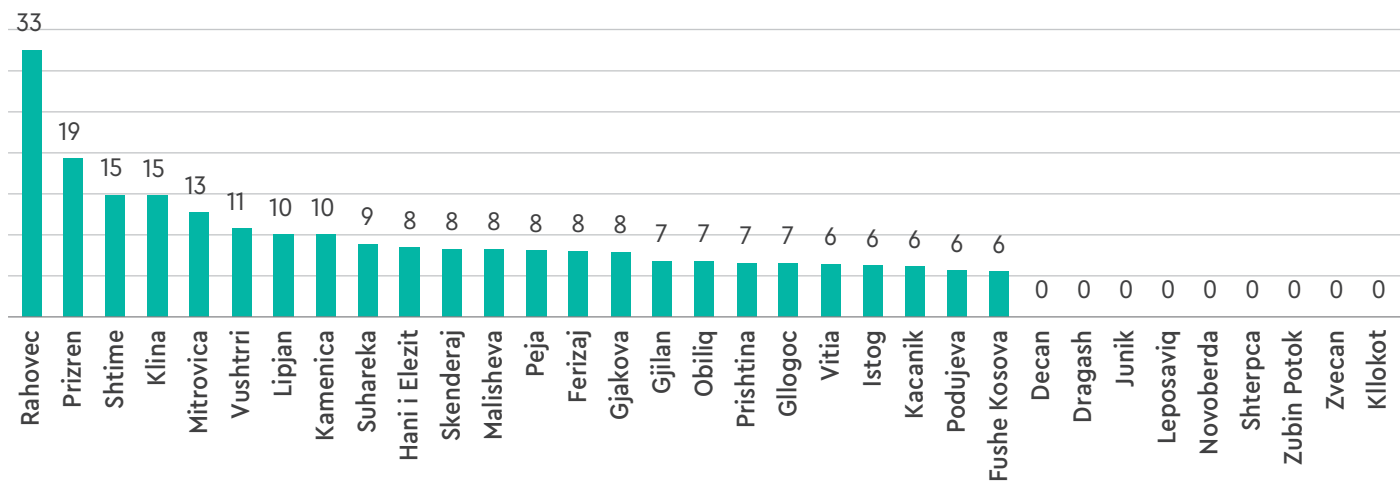


Source: GAP, based on MEST statistics

For the school year 2021/2022, Kosovo-wide, the student-teacher ratio at the preschool education level is 10:1, at the primary and lower secondary education level this ratio is 17:6, while the student-teacher ratio at the upper secondary education level is 13:5.

The municipalities with the highest student-teacher ratio in preschool education include Rahovec, Prizren, Shtime and Klina, Mitrovica, Vushtrri, Lipjan, while the municipalities with the lowest ratio include Fushë Kosova, Podujevo, Kaçanik, Istog and Viti.

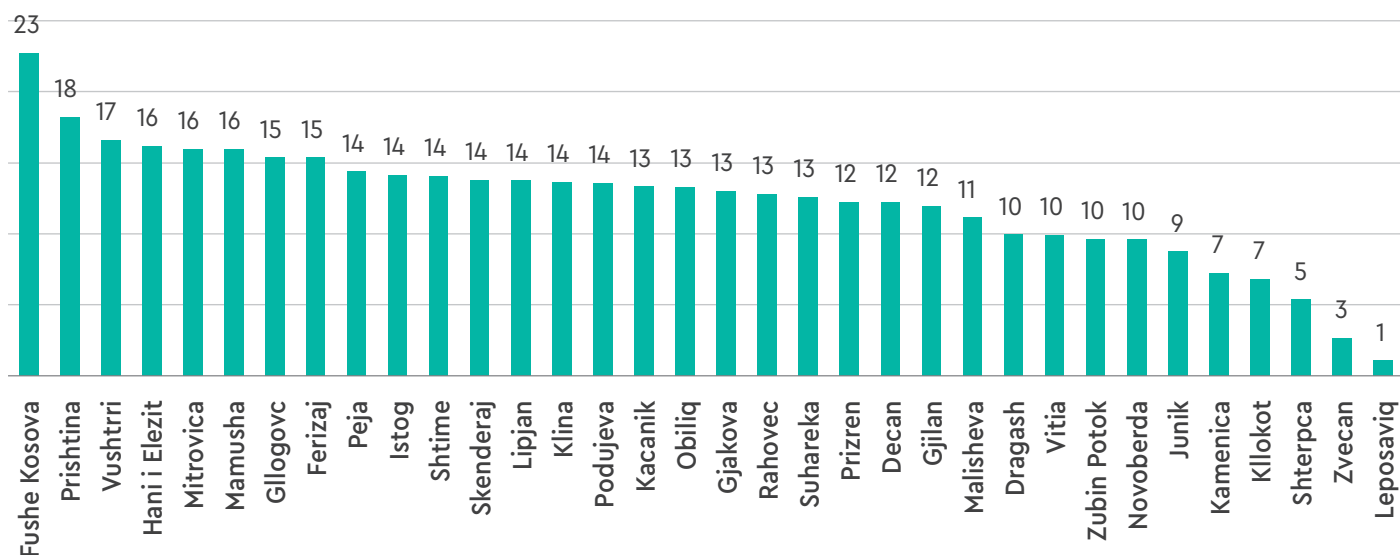
Fig. 10 Student-teacher ratio at the preschool education level (age 0–5) 2021–2022



Source: GAP, based on MEST statistics

The municipalities with the highest student-teacher ratio in pre-school, primary and lower secondary education include Fushë Kosova, Prishtina, Vushtrri, Hani i Elezit, South Mitrovica, Mamusha, Drenas and Ferizaj, while the municipalities with the lowest ratio include Leposavic, Zvecan, Strpce, Klokot, Kamenica and Junik.

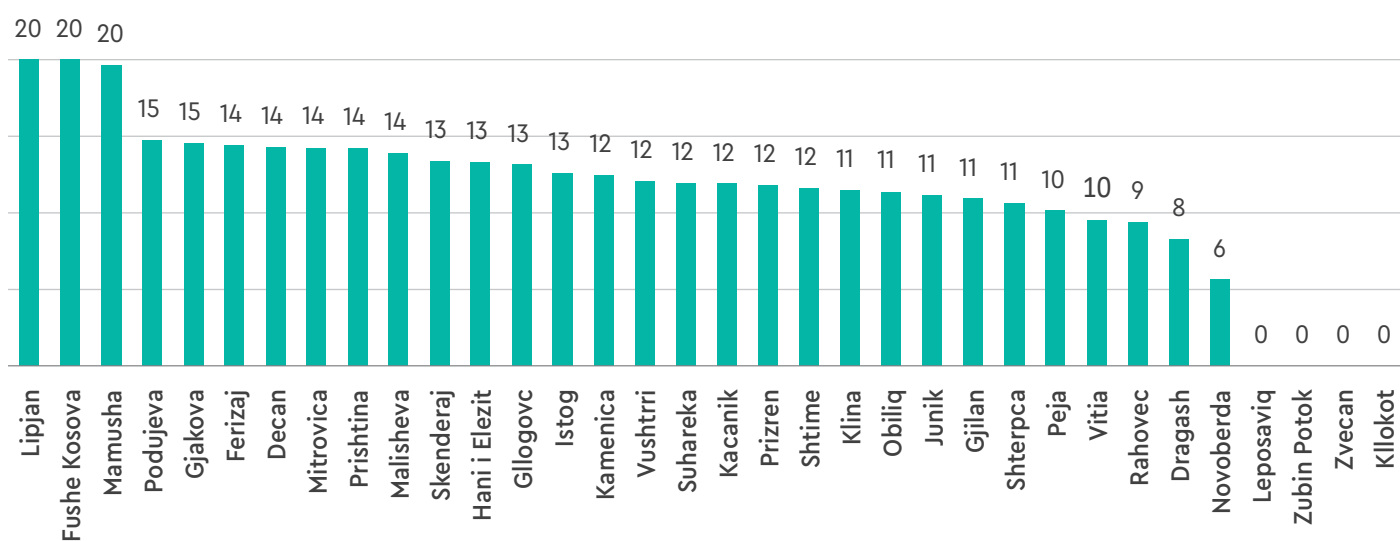
Fig. 11 Student-teacher ratio at the level of pre-school, primary and lower secondary education (up to the age of 14)



Source: GAP, based on MEST statistics

Municipalities with the highest student-teacher ratio at the level of upper secondary education include Lipjan, Fushë Kosova, Mamusha, Podujevo, Gjakova, Ferizaj, Deçan, South Mitrovica, Prishtina, Malisheva, while the municipalities with the lowest ratio include Novo Brdo, Dragash, Rahovec, Viti and Peja.

Fig. 12 Student-teacher ratio at the upper secondary education level (over 14 years of age) 2021-2022

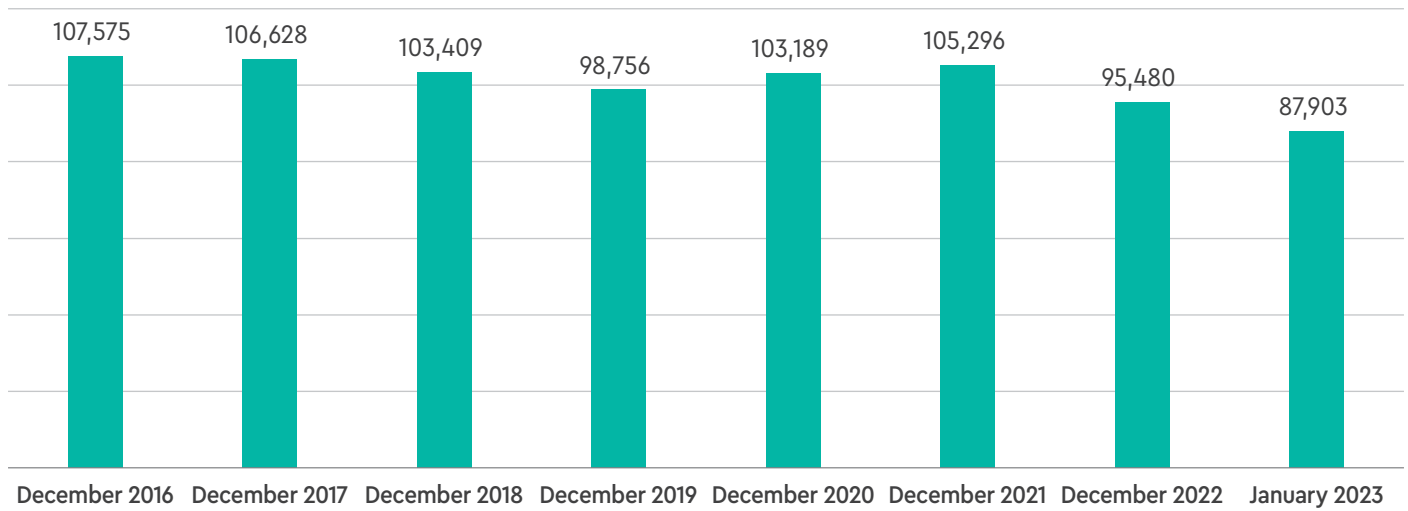


Source: GAP, based on MEST statistics

3. Social Welfare

In December 2016, the total number of citizens under social assistance schemes included 107,575 persons, while in January 2023, this number is lower by 19,672 citizens.

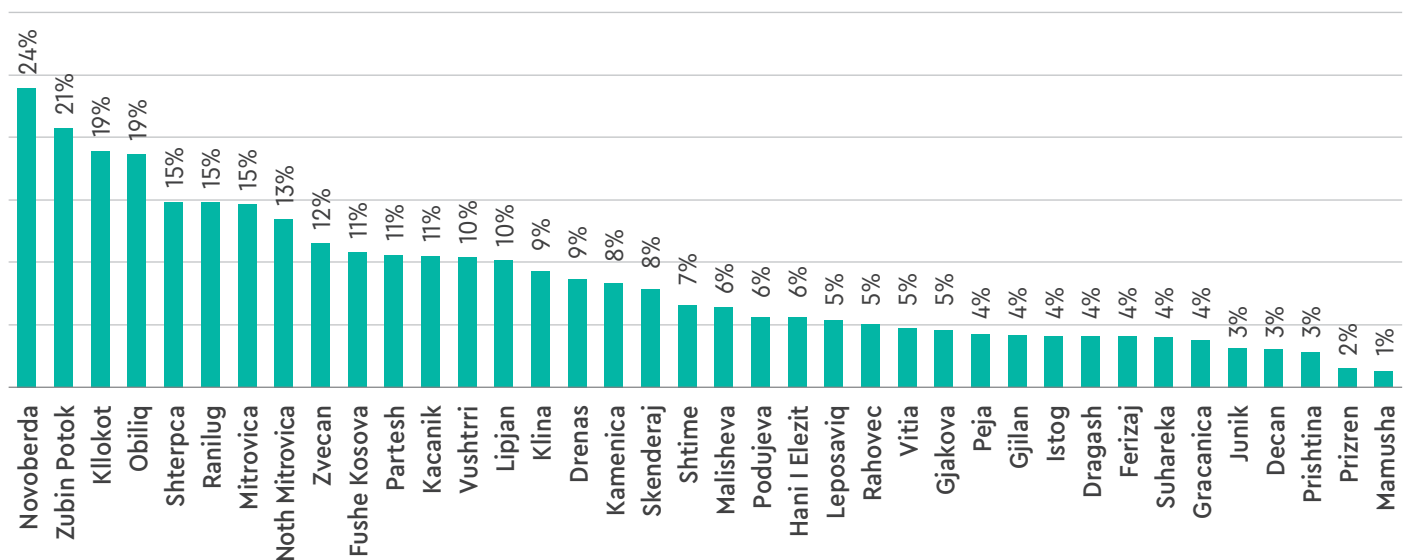
Fig. 13 Social assistance schemes, by number of persons, from December 2016 to January 2023



Source: Kosovo Agency of Statistics

The highest number of citizens who receive social assistance per population come from Novo Brdo, Zubin Potok, Kllokot, Obiliq, Strpce, Ranilug, South Mitrovica and North Mitrovica, while the smallest number from Mamusha, Prizren, Prishtina, Deçan, Junik and Gracanica.

Fig. 14 Population benefitting from social assistance scheme versus total population (2021 estimate)

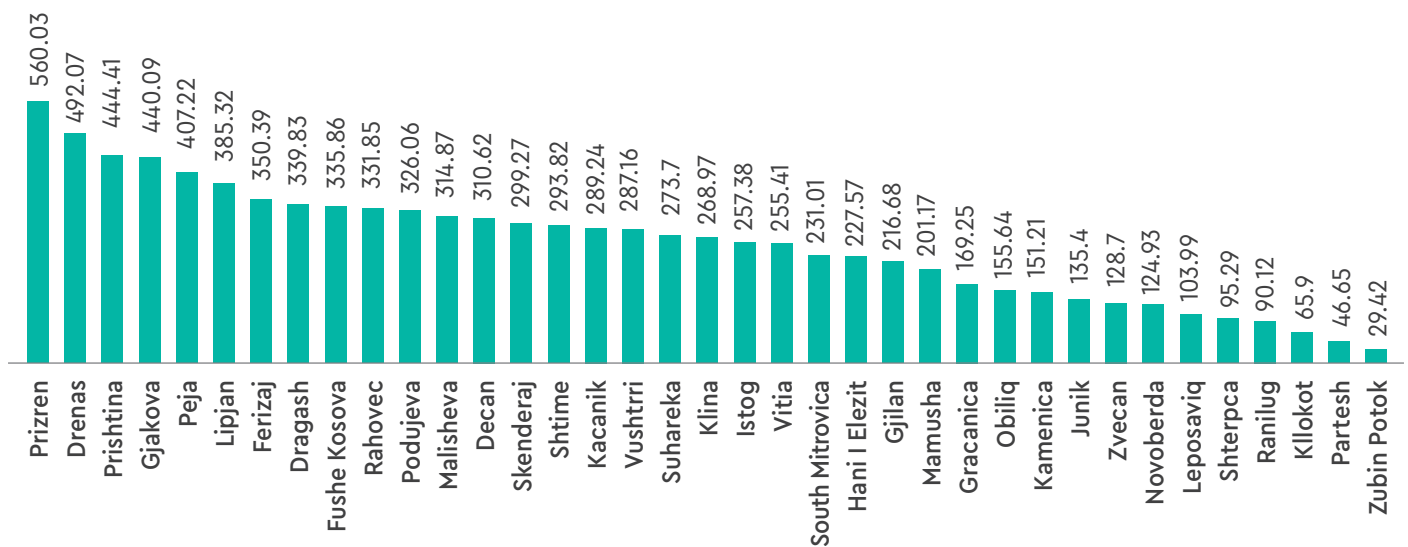


Source: Kosovo Agency of Statistics

4. Administration

All Kosovo municipalities employ 5,914 civil servants. Based on the population numbers per municipality, the ratio of civil servants to population is the highest in municipalities of Prizren, Drenas, Prishtina, Gjakova, Peja, while it is lowest in Zubin Potok, Partes, Klokot and Ranilug.

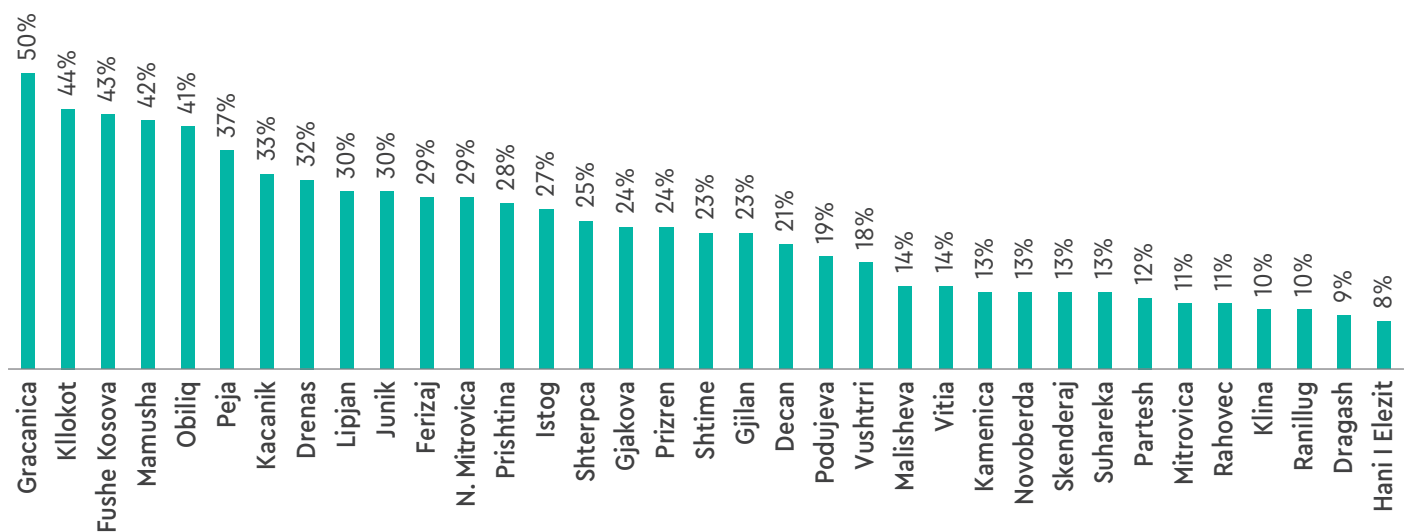
Fig. 15 Civil servants per population, by municipalities 2021



Source: Ministry of Internal Affairs and Public Administration, and KAS population estimates data 2021

The highest gender gap in the category of civil servants can be found in Hani i Elezit and Viti, where only 7% of employees are women. Equal or favorable women representation among employees is found in the municipalities of North Mitrovica, Gracanica, Prishtina and Zvecan.

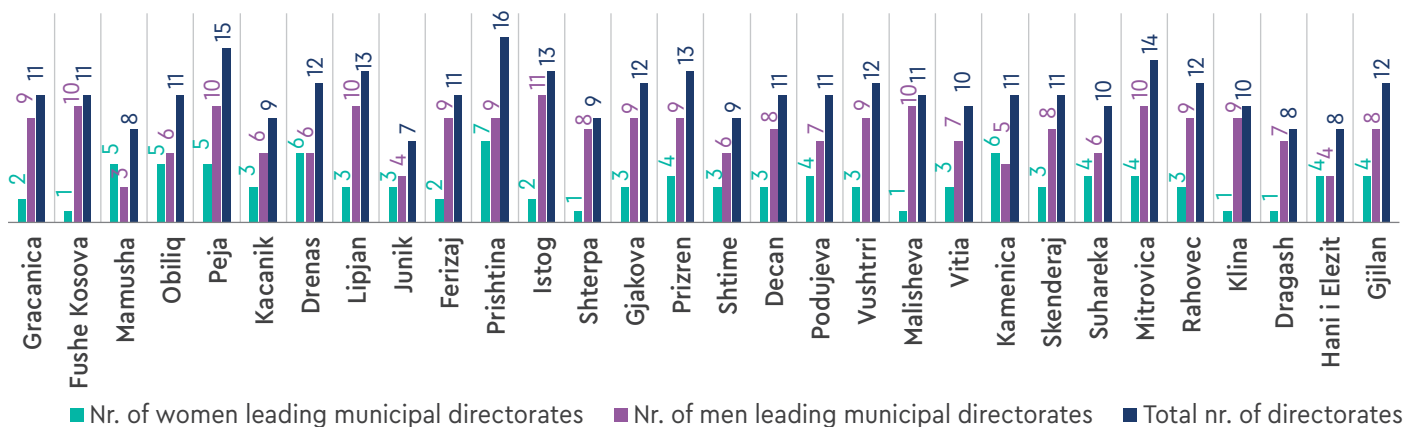
Fig. 16 Ratio of women in civil service, by municipalities 2021



Source: Ministry of Internal Affairs and Public Administration

In 34 out of total a of 38 municipalities in Kosovo, there are 331 municipal directorates, of which 99 directorates are led by women, and 232 by men. The biggest gender gap is found in Fushë Kosova, Malisheva, Klina, Strpce, Dragash, Istog, etc. Meanwhile, an equal division of directorates between men and women is found in Drenas and Hani i Elezit. The one municipality with more women leading directorates compared to men is that of Mamusha and Kamenica. At the same time, higher representation of women in political positions is found in Junik, Kamenica, Obiliq and Prishtina. Meanwhile, in 38 Kosovo municipalities, there are 1,062 members of municipal assemblies. Of these, 357 or 35% are women while 705 or 65% are men.

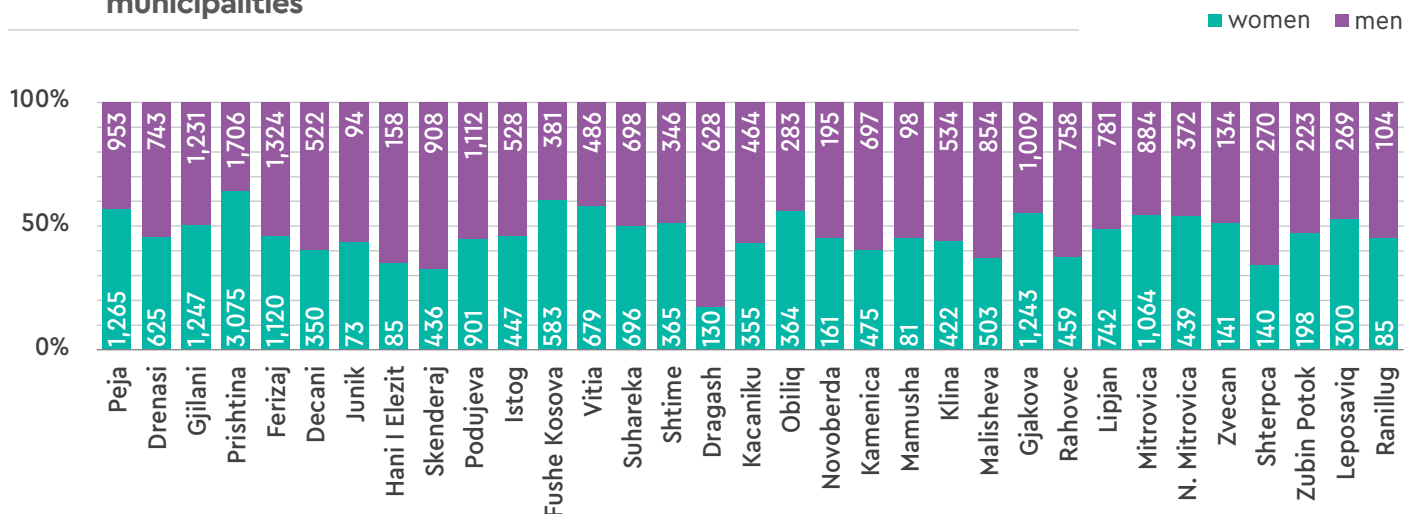
Fig. 17 Number of women leading municipal directorates (May 2023)



Source: Official municipal websites. Overview of municipal directorates. Accessed in May 2023.

The number of employees in the public sector in all Kosovo municipalities, by the end of 2022, was 38,996 people, of which 19,249 (49%) are women and 19,747 (51%) are men. In the municipalities of Skenderaj, Drenas, Dragash, Kaçanik, Kamenica, Ferizaj, Malisheva, Deçan, Rahovec and Strpce, the gender representation of employees in the public sector appears to be significantly higher in favor of men, while when it comes to the municipalities of Peja, Gjilan, Prishtina, Fushë Kosova, Viti, Obiliq, Gjakova and South Mitrovica, the gender representation of employees in the public sector turns out to be significantly higher in favor of women.

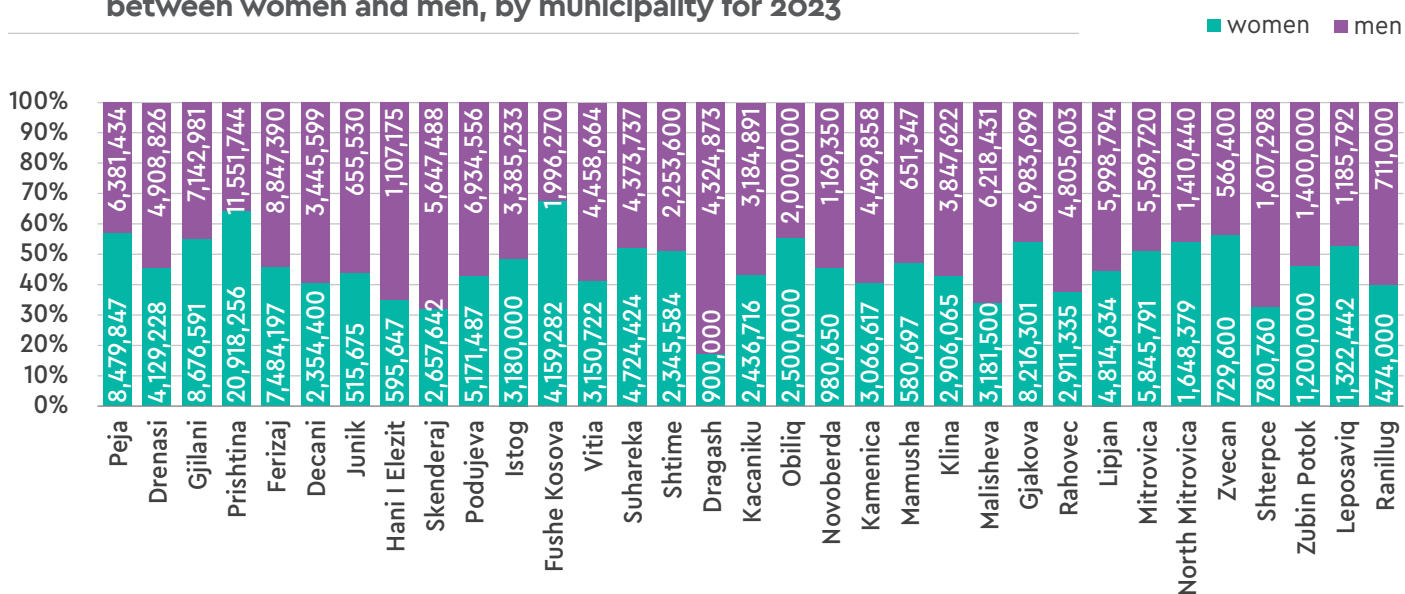
Fig. 18 Number of male and female employees in the public sector, by municipalities



Source: Request for access to public data, to the payrolls submitted by the municipalities to the MoF

When it comes to budget distribution, major gender gaps are found in the public sector. In one year, 262,505,503 Euro are allocated for salaries in all Kosovo municipalities, of which, 134,905,810 Euro go to positions held by men, and 127,599,693 Euro to positions held by women. The municipalities spending their budget for salaries mostly on men include: Ferizaj, Deçan, Hani i Elezit, Skenderaj, Podujeva, Viti, Dragash, Kaçanik, Kamenica and Malisheva. Meanwhile, the municipalities spending the major chunk of their budget for salaries on women include: Prishtina, Peja, Gjilan, Fushë Kosova, Suhareka, Obiliq, Gjakova and South Mitrovica.

Fig. 19 Ratio of budget distribution within the category of salaries, between women and men, by municipality for 2023

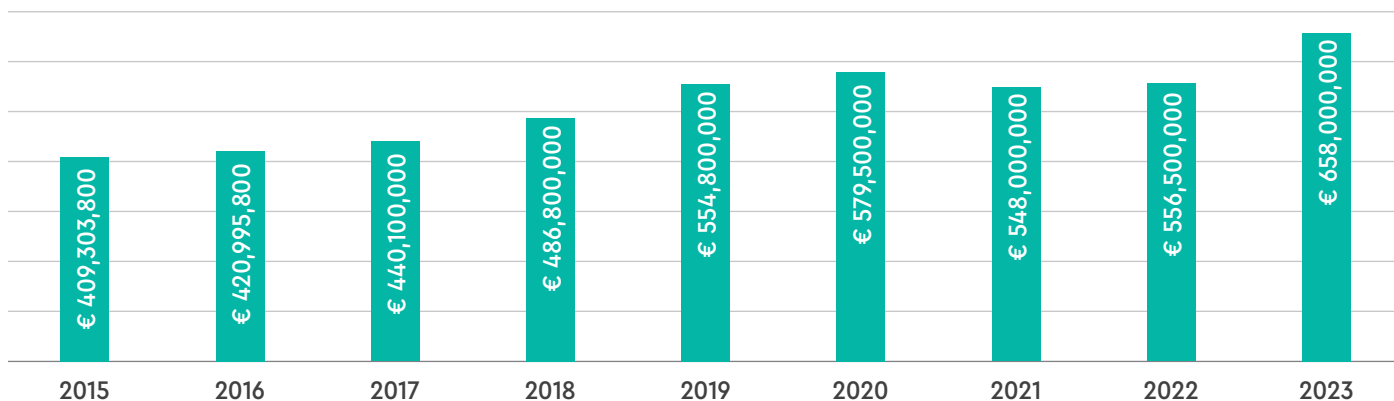


Source: GAP, based on Ministry of Finance financial report data.

5. Budget

(Planned) budget of all Kosovo municipalities for 2023 amounts to 658 million Euro. Compared to the previous year, the budget amount has increased by 102 million Euro.

Fig. 20 Total budget for municipalities 2015 – 2023

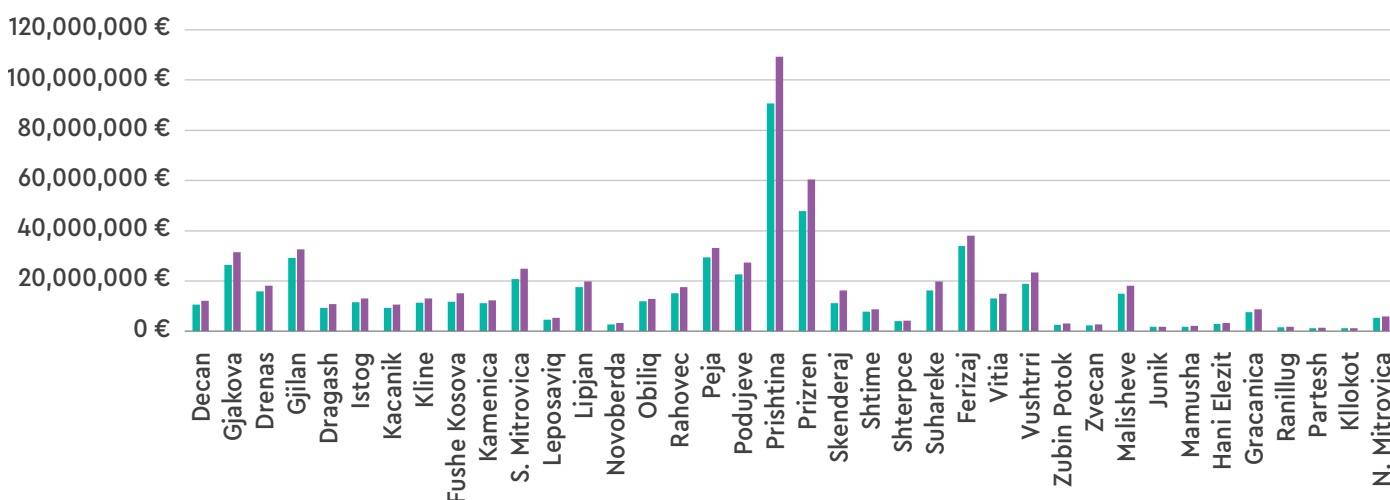


Source: GAP, based on Ministry of Finance financial report data.

The municipalities with an increase in the budget amount of over five million Euros compared to the previous year include: Gjakova, Prishtina, Prizren and Skenderaj.

Fig. 21 Total budget by municipality for 2022–2023 (planned)

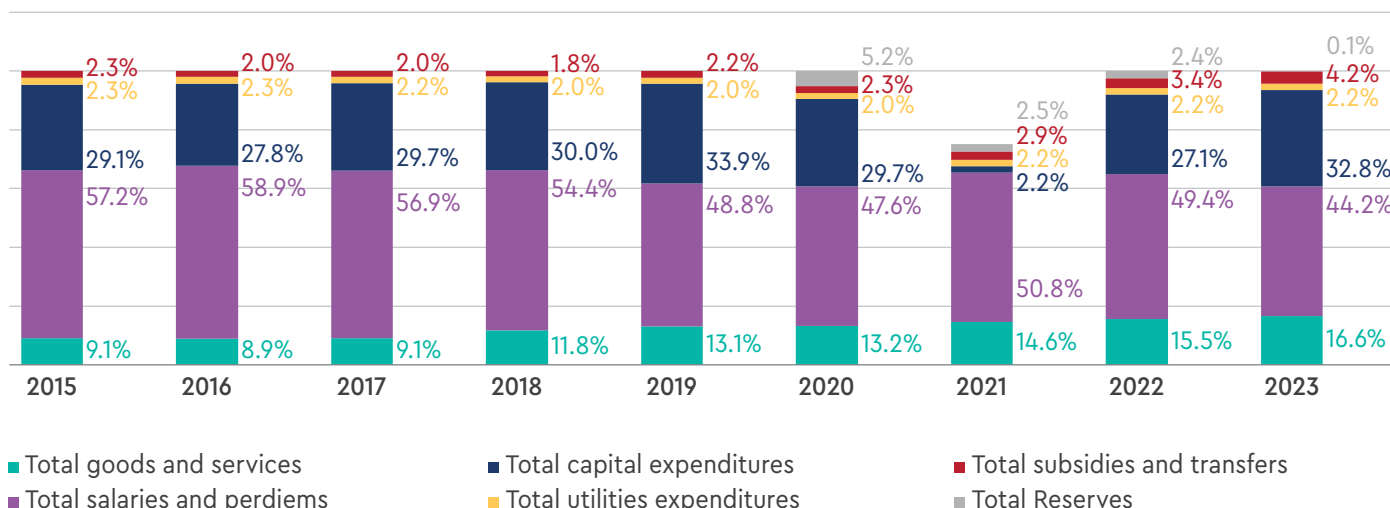
■ 2022 ■ 2023



Source: GAP, based on Ministry of Finance financial report data.

Capital investments represent the category with the highest budget increase in 2023 compared to 2022. In 2022, the total available to municipalities for capital investments amounted to 148 million Euro, while in 2023, this amount is approximately 68 million Euro higher.

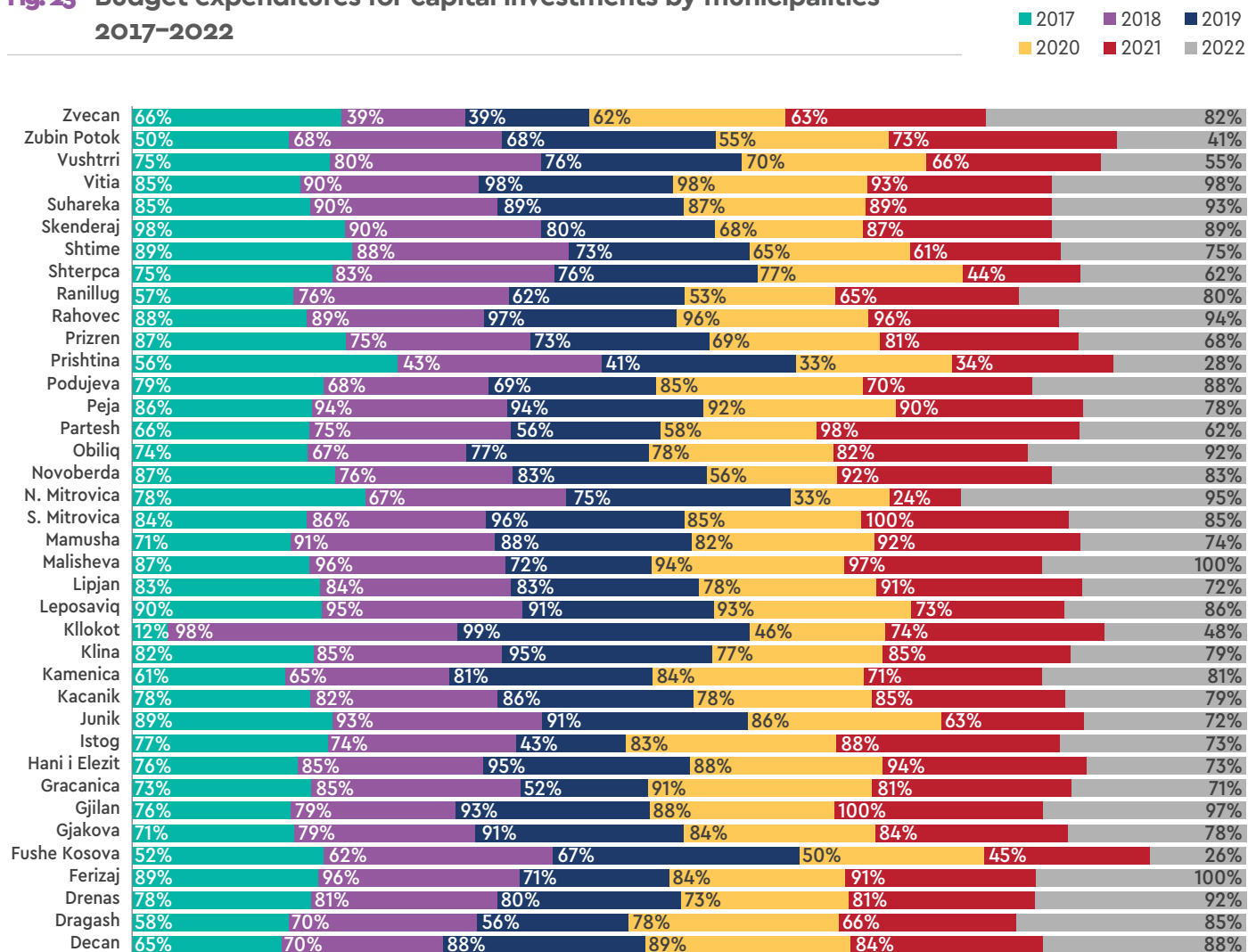
Fig. 22 The budget allocated based on the core budget categories 2015 – 2023



Source: GAP, based on Ministry of Finance financial report data.

Throughout 2022, Ferizaj and Malisheva had the highest expenditures, reaching 100% execution of the budget allocated to them for capital investments, while Viti, Suhareka, Rahovec, Obiliq, North Mitrovica, Gjilan and Drenas reached over 90%. Meanwhile, the lowest percentage was observed in Fushë Kosova with 26%, Prishtina with 28%, Zubin Potok 41% and Kllokot with 42%. The percentage of budget expenditures in the capital expenditure category in Fushë Kosova and Prishtina was the lowest seen in the last six years.

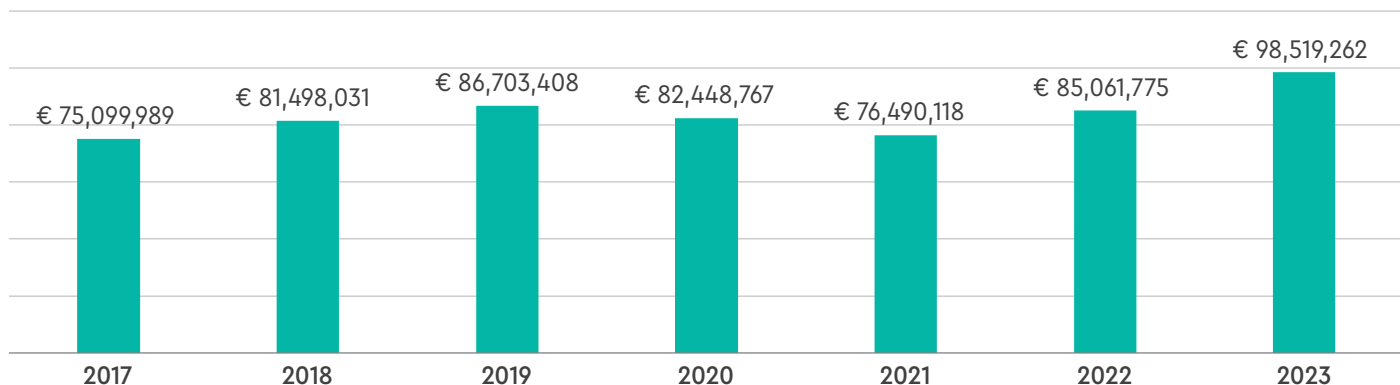
Fig. 23 Budget expenditures for capital investments by municipalities 2017–2022



Source: GAP, based on Ministry of Finance financial report data.

Own revenues of municipalities still remain low. Out of the total budget available to municipalities (658 million Euro for 2023), only 14.9% (or 98,519,262 Euro) are planned to be collected by municipalities. Out of 98 million Euro planned to be collected, 34 million are expected to be collected only by the Municipality of Prishtina.

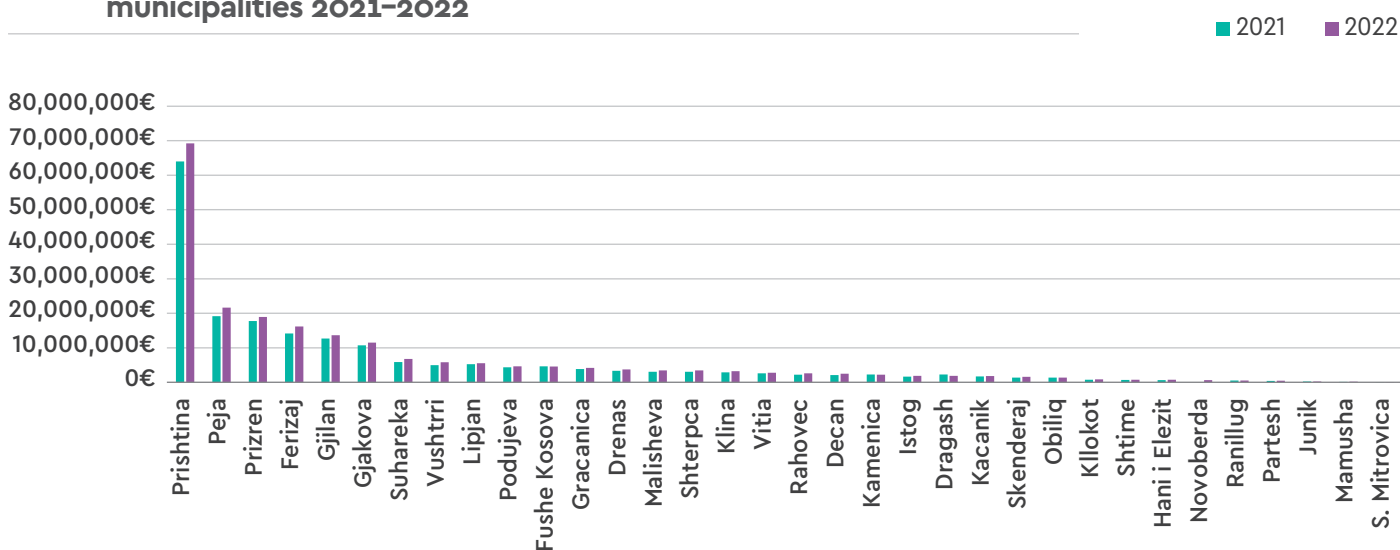
Fig. 24 Total municipal own revenues 2017 – 2023 (planned)



Source: GAP, based on Ministry of Finance financial report data.

Kosovo municipalities have been facing a high rate of uncollected debts, they are not managing to collect from citizens and businesses. Property tax makes up the highest portion of this debt. Thus, 34 Kosovo municipalities have a total uncollected debt of 220 million Euro. This figure is 20 million Euro higher in 2022 compared to the previous year, when the level of uncollected debts had been slightly higher than 200 million Euro. Prishtina is the municipality with the highest level of uncollected debts, with nearly 70 million Euro that has not been collected. It is followed by Peja with nearly 22 million Euro, Prizren with nearly 19 million Euro and Ferizaj with 16 million Euro, three million more than Gjilan, which failed to collect 13 million Euro. The comparison between 2021 and 2022 shows that no municipality managed to reduce its accumulated debt.

Fig. 25 Debts of citizens, businesses and other entities towards municipalities 2021–2022

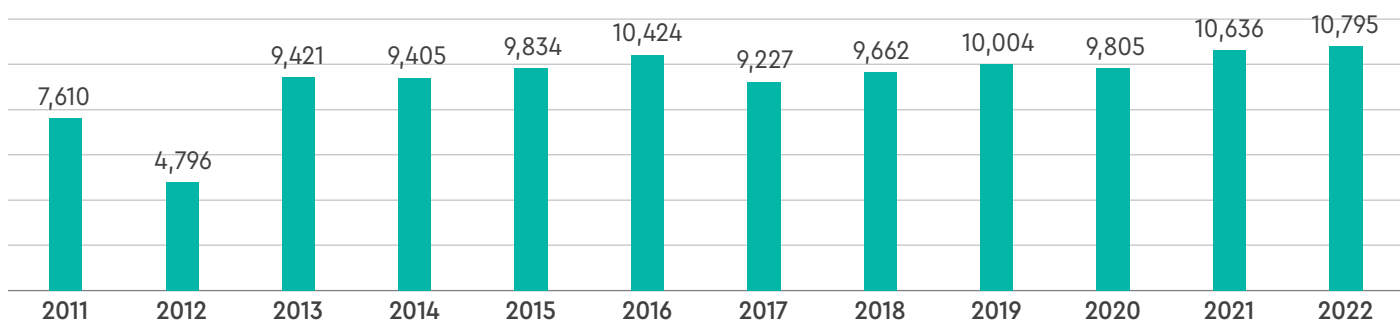


Source: GAP, based on Ministry of Finance financial report data.

6. Economy

During 2022, nearly 11 thousand businesses were registered in all Kosovo municipalities. In addition, in the previous three years, this number was approximately the same.

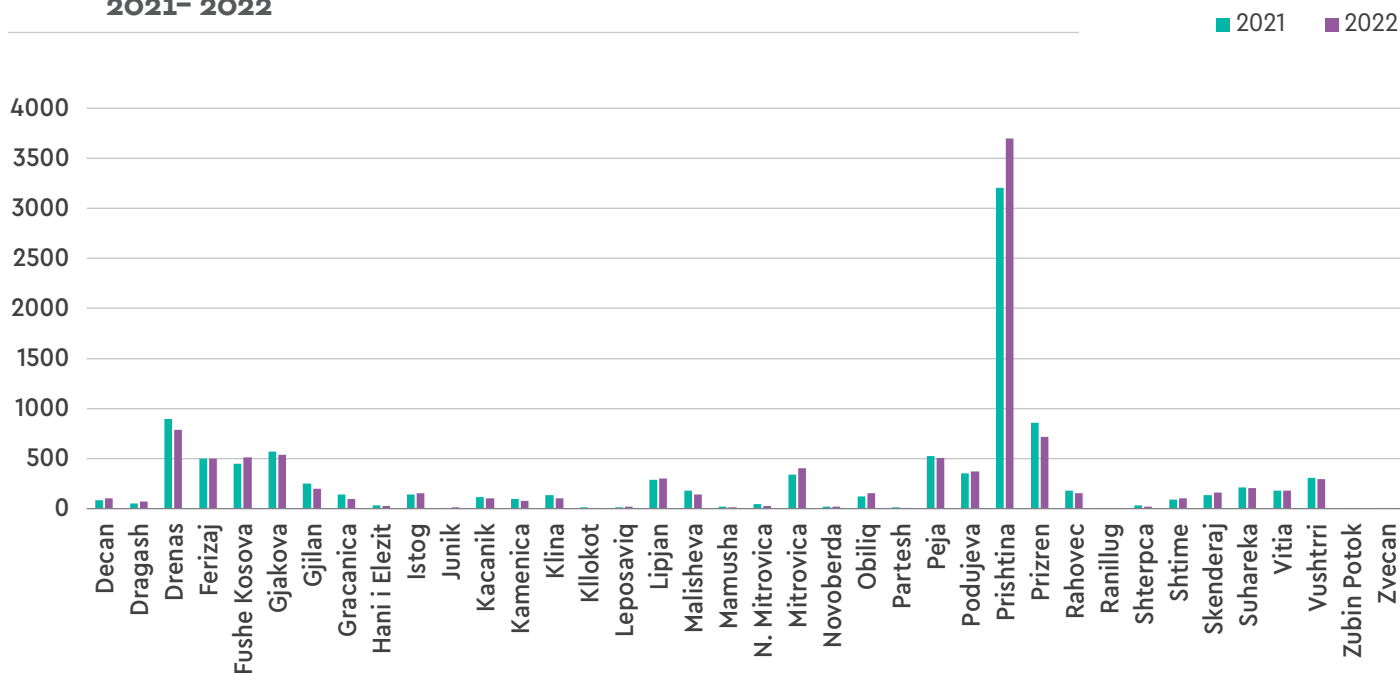
Fig. 26 The number of businesses registered between 2011–2022



Source: Kosovo Agency of Statistics

However, compared to 2021, in 2022, nearly 500 fewer businesses were registered in Prishtina, 149 in Prizren and there were also fewer businesses registered in Gjilan, Gjakova, South Mitrovica and Peja.

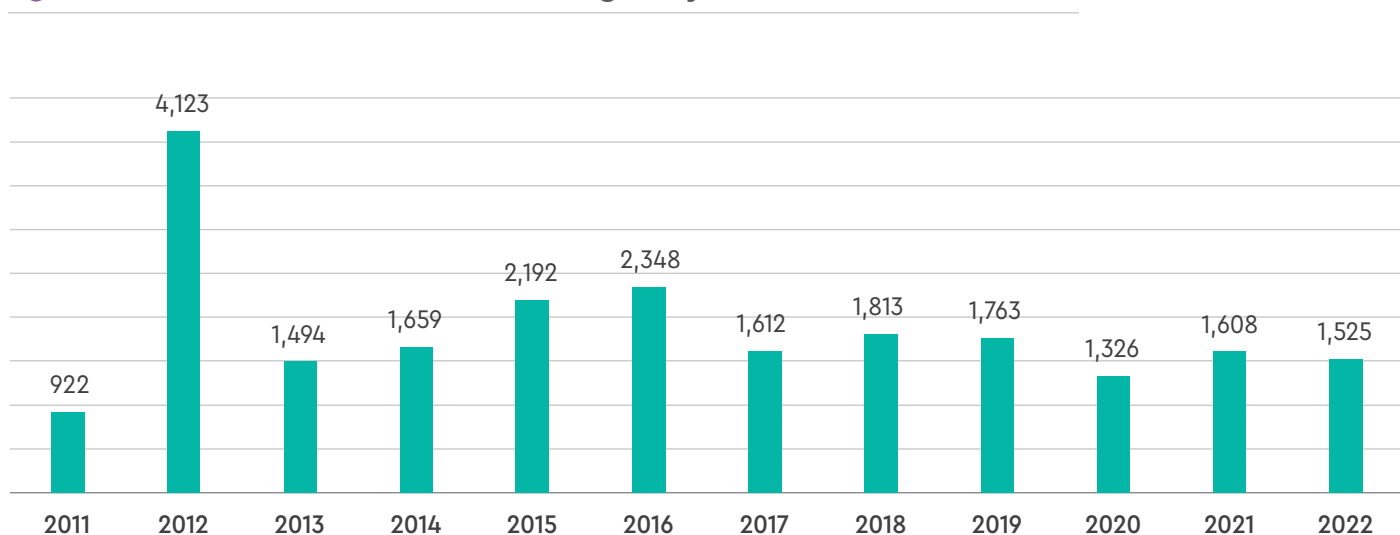
Fig. 27 The number of businesses registered by municipality between 2021- 2022



Source: Kosovo Agency of Statistics

Between 2011 and 2022, the highest number of businesses that were shutdown was seen in 2012, when 4,123 businesses were closed, while in 2022, this was the case with 1,525.

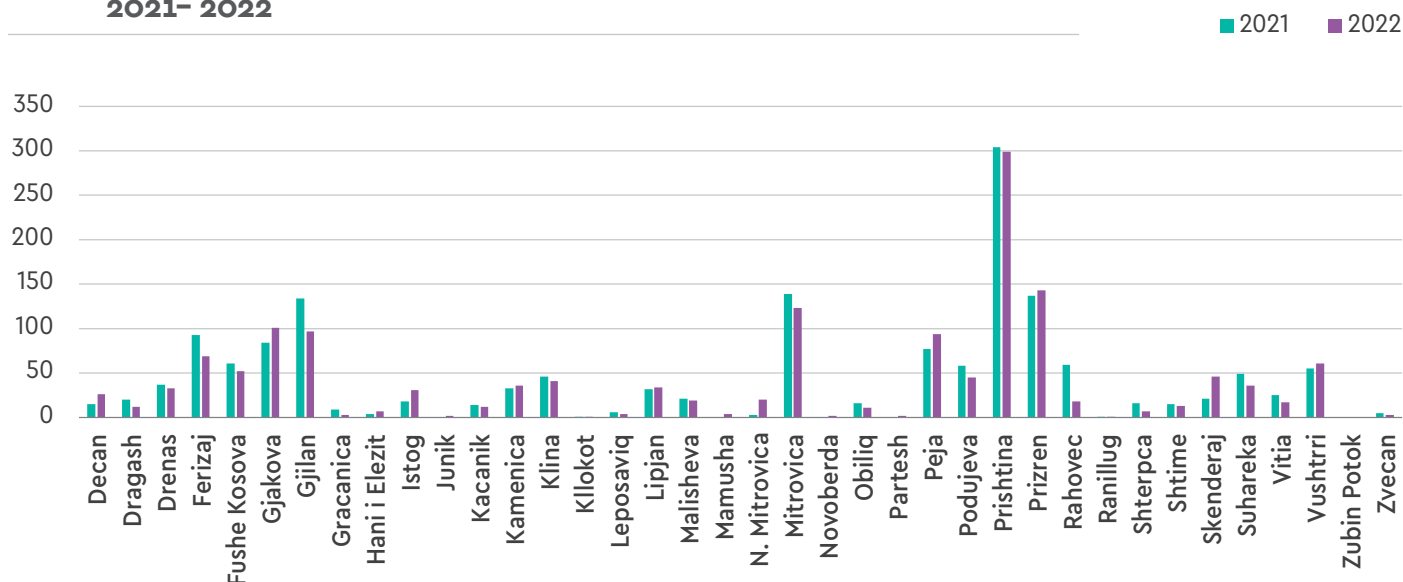
Fig. 28 Number of businesses closed during one year



Source: Kosovo Agency of Statistics

The highest number of closed businesses come from the biggest municipalities. Unlike previous years, in Skenderaj, there was a 55% increase in the number of closed businesses during 2022 compared to 2021.

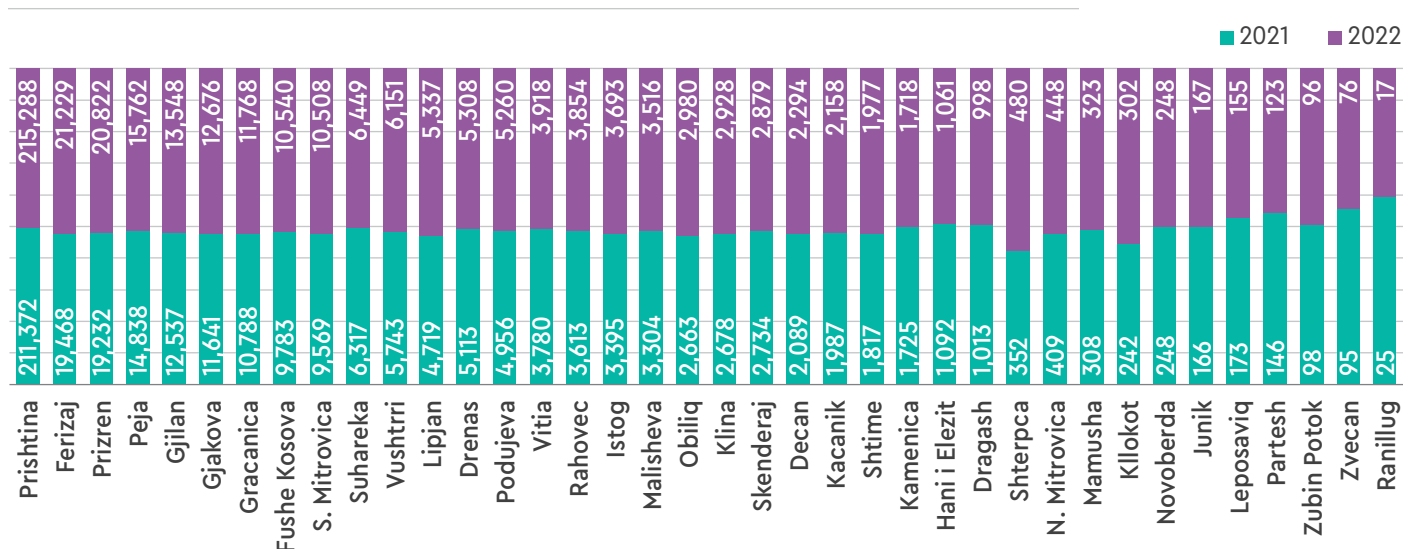
Fig. 29 The number of closed businesses, by municipality, between 2021- 2022



Source: Kosovo Agency of Statistics

According to TAK data, by the end of 2022, 397,005 persons were employed Kosovo-wide, or 35,074 persons more (9.7%) than the prior year. According to 2021 population estimate, 219,017 residents live in Prishtina, while according to TAK data, in 2022, 215,288 persons were employed in Prishtina. After Prishtina, Ferizaj is the second municipality when it comes to the number of employees, followed by Prizren, Peja, Gjilan and Gjakova. It seems that Gracanica has a higher number of employees compared to South Mitrovica, while the number of residents in these two municipalities greatly differs. Junik, Dragash, Novo Brdo, Partes, Klokot and Ranilug have the lowest number of employees. By the end of 2022, there were 176,330 active businesses in all municipalities of Kosovo, or 23,136 more than a year before. The highest number of businesses on the TAK list come from Prishtina with a total of 46,568 businesses, followed by Prizren with 12,593 businesses, Ferizaj with 10,828 businesses, Gjilan with 9,056 businesses, Peja with 8,402 businesses, Gjakova with 7,125 and Fushë Kosova with 4,311 businesses.

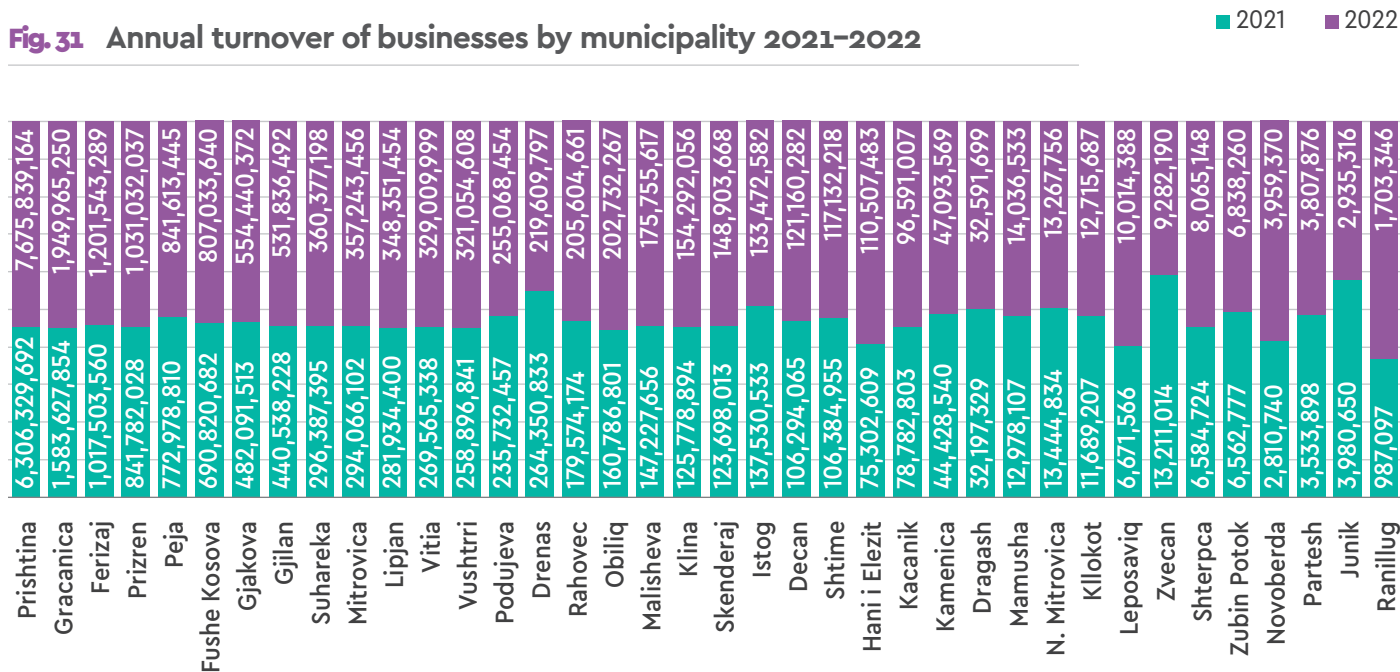
Fig. 30 Number of employees in the private sector by municipality 2021-2022



Source: TAK

According to TAK public data on the economic activity of businesses, it seems that in 2022, businesses with the largest turnover came from the Municipality of Prishtina with a share of 41.7% in the total economic activity in the country, Gracanica with 10.6%, Ferizaj with 6.5%, Prizren with 5.6%, Fushë Kosova with 4.4%, etc. In terms of sectors, it turns out that in 2022 at the national level wholesale and retail trade sector (48.4%) prevailed, followed by processing industry (13.3%), electricity supply (8.7%), construction (8.5%), etc.

Fig. 31 Annual turnover of businesses by municipality 2021–2022



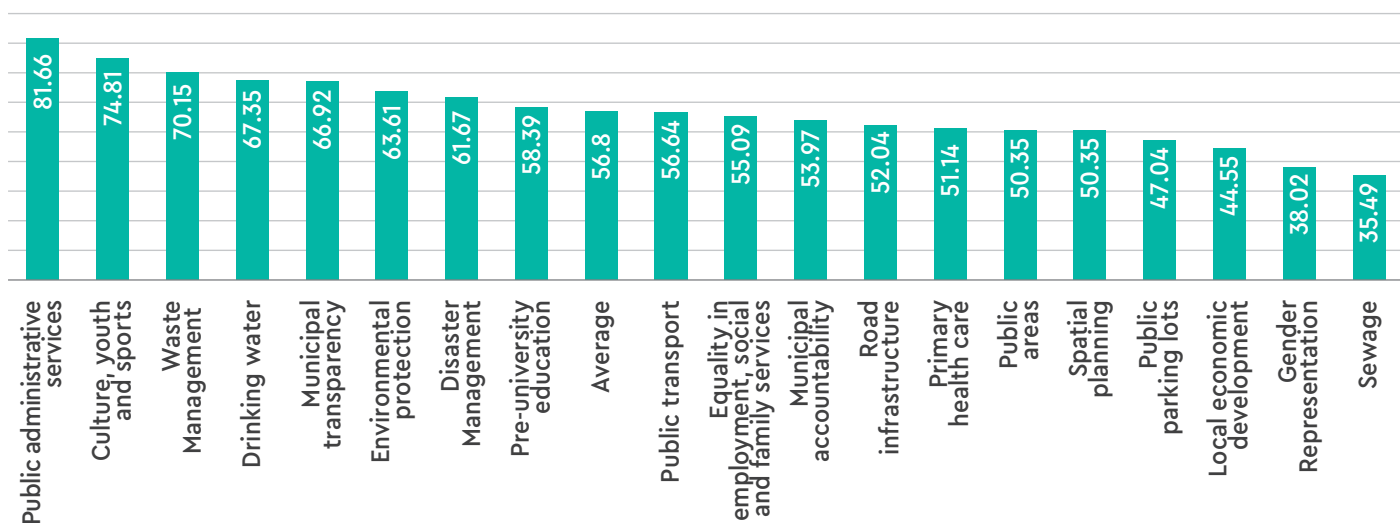
Source: TAK

7. Public Utility Companies

According to the Performance Report compiled by the Ministry of Local Government Administration (MLGA), in 2021 (measurement done in the first half of 2022), the overall performance of municipalities in 19 areas with 109 measurement indicators reach 56.8%, a lower performance by 0.26 percentage points compared to 2020. Referring to the percentage by areas, the greatest need to increase performance is evident in these fields: equal gender representation (38.02%), sewage (35.49%), parking (47.04%), local economic development (44.45%), spatial planning and health services.²

² Ministry of Local Government Administration. 2021 Performance Report of Municipalities of the Republic of Kosovo. Pages 9 and 19. Source: <https://mapl.rks-gov.net/raportet-vjetore-te-mapl-se/>

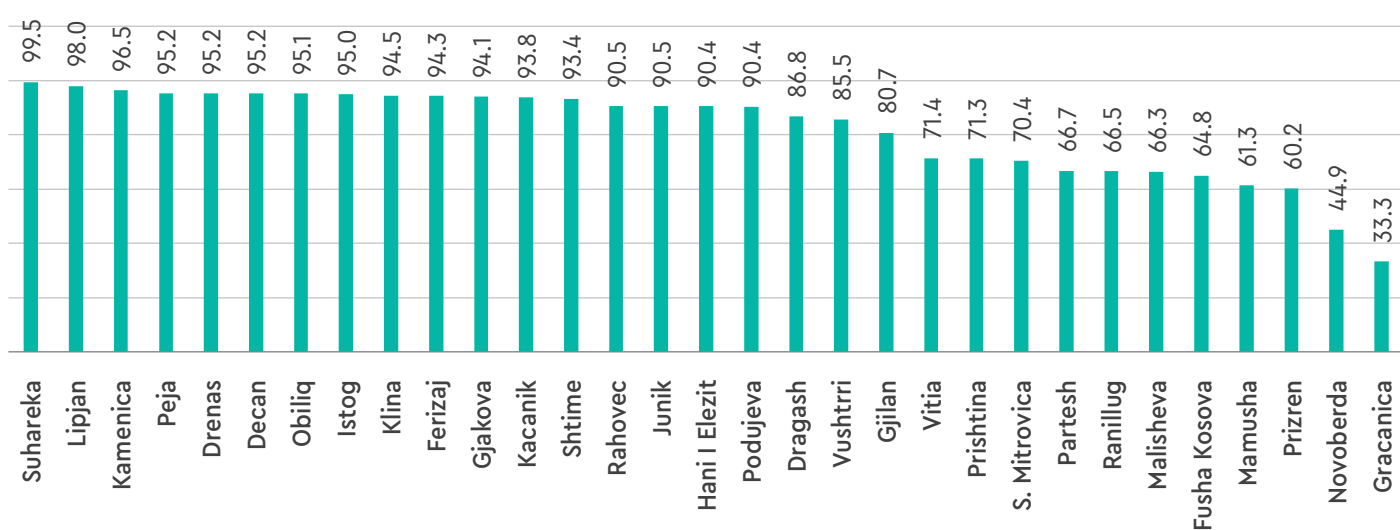
Fig. 32 Municipal average of fulfillment of annual plans in 19 areas in percentages, based on municipal competences



Source: 2022 MLGA Performance Report

During 2021, 2,055,349 requests were submitted to municipalities for review, of which 1,950,299 requests were reviewed. The average handling of requests per municipality is 25,710 requests. This includes requests for various municipal permits, civil status documents, requests for access to information, citizen requests for funding and letters addressed to competent municipal bodies. Referring to the performance of municipalities in this field, the highest percentage of fulfillment of indicators was found in the municipalities of Suhareka, Lipjan, and Kamenica, while the lowest in the municipalities of Gracanica, Novo Brdo and Prizren.

Fig. 33 Percentage of fulfilled requests submitted by citizens for service provision from municipalities in 2021 (percentage)



Source: 2022 MLGA Performance Report

As regarding the areas connected with paved/regulated roads, including bicycle tracks, as well as the ratio between local roads with sidewalks and public lighting and horizontal and vertical signalization, it seems that the best situation prevails in Obiliq, Vushtrri and Suharekë, while it is the worst in Dragash, Fushë Kosova and Gracanica.

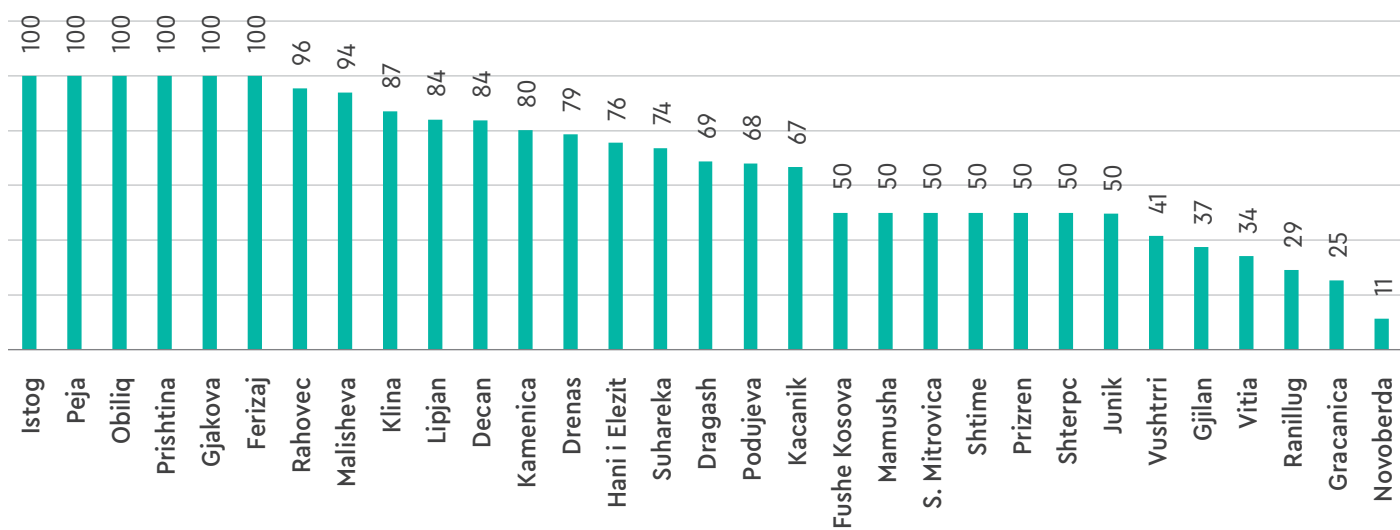
Fig. 34 Paved/regulated roads, including bicycle tracks, signalization, by municipality in 2021 (percentage)



Source: 2022 MLGA Performance Report

Regarding the supply of drinking water to households and businesses, including the implementation of planned investments for potable water, during 2021 Istog, Peja and Obiliq ranked high, while Viti, Gjilan and Vushtrri ranked the worst.

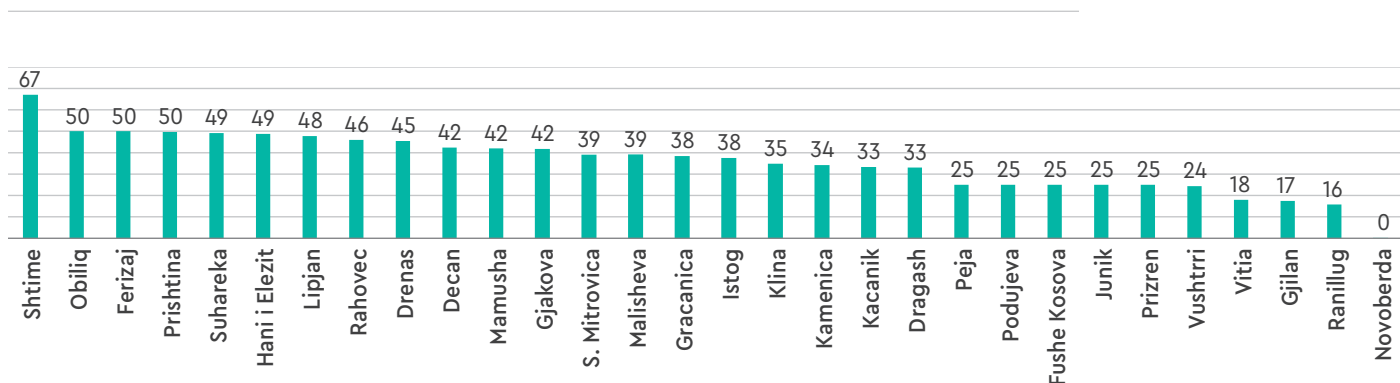
Fig. 35 Water supply and fulfillment of plans for extension/replacement of water supply network by municipality during 2021 (percentage)



Source: MLGA Performance Report

Out of 19 areas where the performance of municipalities is measured, the area with the poorest performance included the extension and management of the wastewater and sewage network. Obiliq, Ferizaj and Prishtina ranked relatively well, while Ranilug, Gjilan and Viti had the poorest standing.

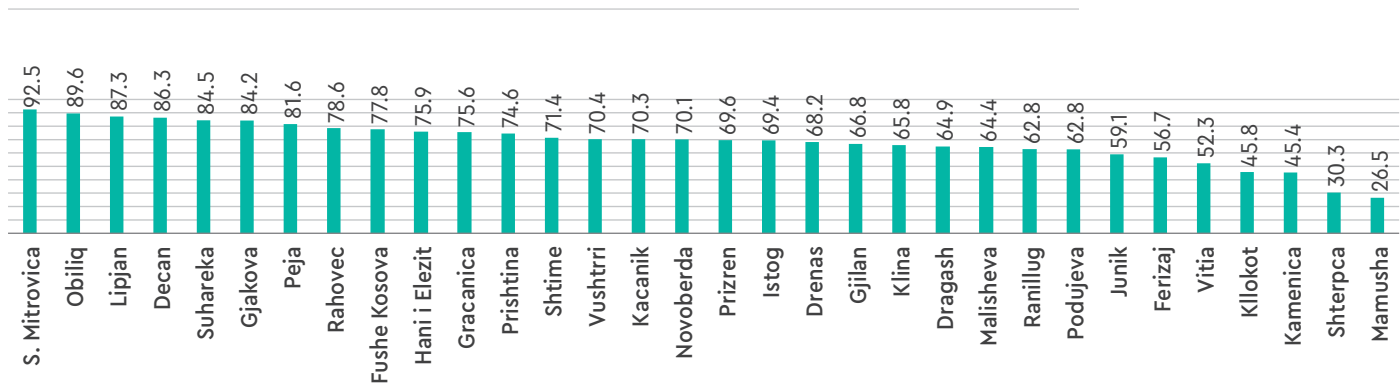
Fig. 36 Fulfillment of plans for extension/replacement of sewage network by municipality during 2021 (percentage)



Source: MLGA Performance Report

When it comes to the degree in which areas are covered with waste management services and the level of fulfillment of annual waste management plans, the three best ranked municipalities include South Mitrovica, Obiliq and Lipjan, with Mamusha, Strpce and Kamenica ranked at the very bottom.

Fig. 37 Coverage of areas with waste management services and the level of fulfillment of the annual waste management plan (percentage)



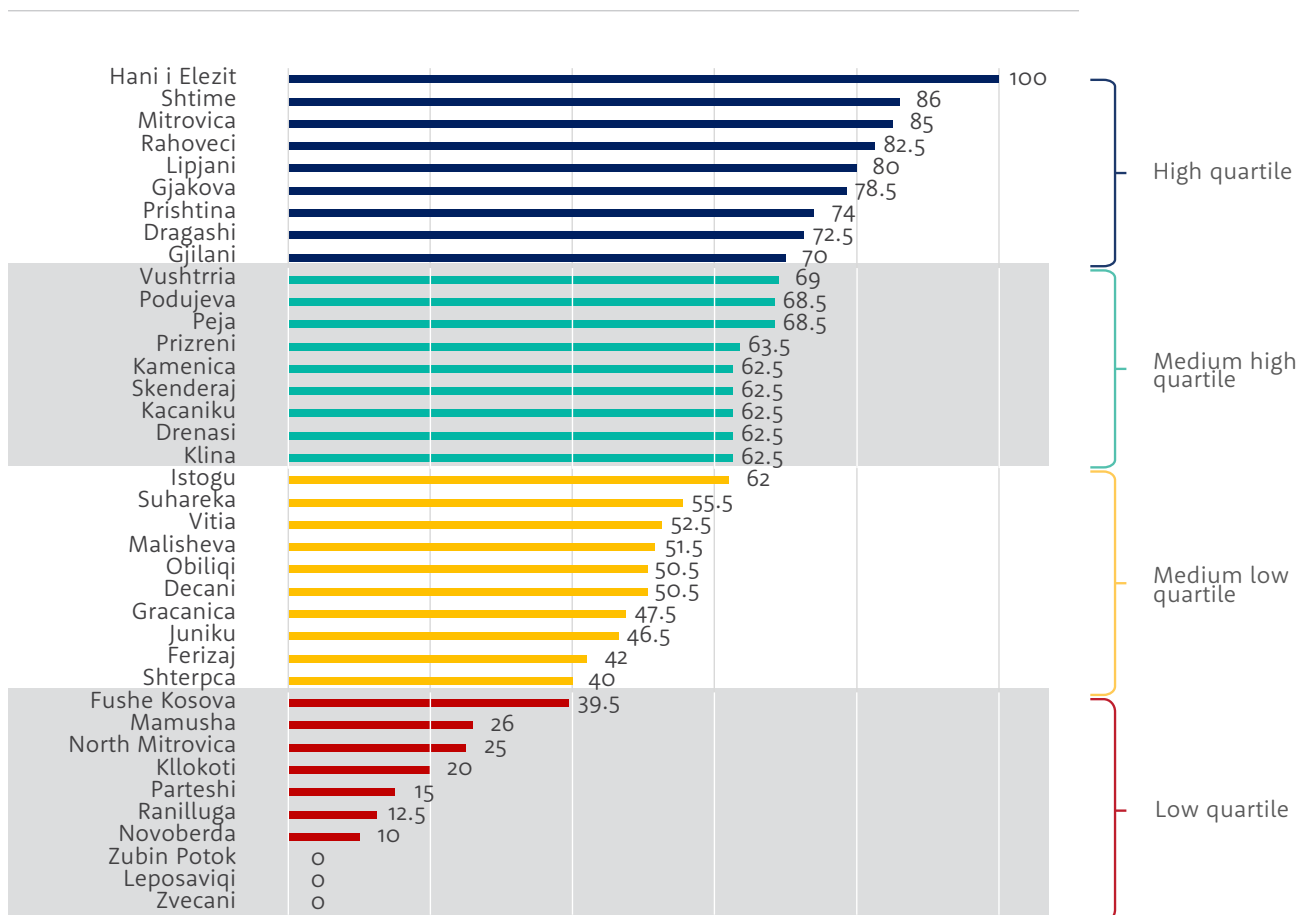
Source: MLGA Performance Report

8. Transparency

2021 municipal budget transparency is higher than in previous years. The average score of the Budget Transparency Index for all municipalities for 2021 is 53.1 points (out of a total of 100 points). Out of 38 municipalities, 65% or 25 of them exceeded the average index points (over 50 points). The maximum of 100 index points for 2021 was reached by three municipalities (Municipality of South Mitrovica, Rahovec and Lipjan). These three municipalities have published all their budget documents in 'Excel' or 'Word' format, with the exception of text documents that have also been published in other formats, such as 'PDF' or scanned documents. Based on the GAP Institute Index, high

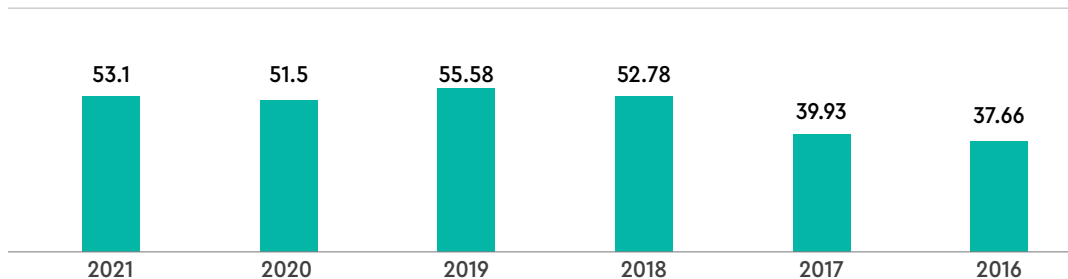
budget transparency in 2021, was also exhibited by the Municipality of Hani i Elezit, which collected 95 points and published all its documents, however it did not receive maximum points, due to the format of some of them. Similarly, Municipality of Drenas, is ranked fifth with 87.5 points. Municipalities of Zubin Potok, Zvecan, Partes and Leposavic got zero points in the Index, as they have not published a single document and have not responded to the GAP Institute request for access to budget documents.

Fig. 38 2021 Municipal Budget Transparency Index by points won (percentages)



Source: GAP Institute

Fig. 39 Municipal Budget Transparency trend between 2016 and 2021 (percentage)



Source: GAP Institute

GAP Institute is a Think Tank established in October 2007 in Kosovo. GAP's main goal is to attract professionals to create an environment of professional development and research, as seen in similar institutions in Western countries. This also provides Kosovars with opportunities to research, develop and implement projects in order to advance the Kosovo society. Priority for this Institute is the mobilization of professionals to address the country's economic, political and social challenges. GAP's main goals are to fill the gaps between government and citizens, and between problems and solutions.

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