



REPORT ON THE PERFORMANCE OF THE MUNICIPALITIES OF THE REPUBLIC OF KOSOVO

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Introduction

Report on the municipal performances for 2022 presents the results of the municipalities' work in 19 fields of competence that are under their responsibility, through 111 indicators out of 119 comprising the Municipal Performance Management System in total.

The evaluation of the applicable indicators was done in coordination with the municipal officials, with whom a general consultation was carried out before the measurement process, identifying the possible indicators, and 9 of them were suspended.

Data reporting and evaluation was done through the Electronic Municipal Performance Management System. All municipal reporting officers, performance coordinators, mayors and evaluation officers of the Ministry had access to this system. In addition to reporting, the system provided the option of attaching reference documents for the reported data, as well as a process of communication between the municipalities and the Ministry, leaving traces in each stage of data evaluation.

This report aims to reflect two main aspects of the municipalities' work:

- 1) The way the municipalities governed based on the legislation in force, and
- 2) The provision of services in terms of quantity and quality, when possible.

The data provided serve to see the development trends of the municipalities from year to year, so that the following priorities are extended to support the less organized sectors. In addition, the results of the report serve as a self-control tool for the work of the municipal administration, to increase the capacities and reflect on the responsiveness of public officials. In addition, the report informs citizens about reasonable expectations of service delivery by institutions and their local elected officials.

The report draws general conclusions about the level of achievements of the municipalities and gives relevant recommendations for the improvement of services based on the legal rules in force or the required governing standards.

For 2022, 30 municipalities of the Republic of Kosovo have reported¹.

Legal basis for the performance report

The measurement of municipal performance has already been raised to the level of legal regulation. The Assembly of the Republic of Kosovo has approved Law No. 08/L-103 on the Municipal Performance Management System and the Performance-Based Grant Scheme, published in the Official Gazette on 12.08.2022. Administrative Instruction No. 01/2023 on Municipal Performance Management and the Municipal Performance Grant Scheme entered into force in 2023.

According to Article 19 of the law, the performance measurement process is organized on a regular annual basis by the Ministry of Local Government Administration. In Article 19 of the Law on MPMS and MPG, the deadline for reporting municipal data to SEMPK is defined.

To be more precise, *"Procedures and other deadlines for measuring performance and evaluation for the grant are completed in accordance with the legal rules that are defined by the Administrative Instruction"*.

Referring to Law No. 08/L-103, MPMS is built on the basis of basic principles such as: legality, transparency, subsidiarity, merit, objectivity, impartiality, equality and non-discrimination.

¹ The data has not been reported by the municipalities of Ferizaj/Uroševac, Shtërpcë/Štrpce, Novobërdë/Novo Brdo, Mitrovicë e Jugut/Južna Mitrovica, Zubin Potok/Zubin Potok, Leposaviq/Leposavić, Zvečan/Zvečan and Kllokot/Klokot.

The instruction defines the right of the supervisory authority to request information that serves to measure and evaluate the performance of the municipalities. The instruction defines the responsible organizational structures of the municipalities for reporting under the MPMS.

Purpose

Performance measurement aims to systematically monitor the events and activities of municipalities within the framework of certain indicators. The purpose of this measurement is to highlight the fields where municipal services need support and advancement, as well as the fields where short-term, medium-term and long-term interventions should be oriented.

The data obtained help the municipalities to improve their planning and orient their priorities in the necessary sectors for the coming years.

In fact, performance measurement aims to answer the following questions:

- At what level have the municipalities performed?
- Are the municipalities achieving their objectives?
- Are the management processes in accordance with the law?
- What should be the necessary actions to be taken in the future?

The system also serves the central authorities to plan and orient policies in the sectors in need, according to real assessments, clear criteria, so that the distribution of investments is done in a fair and objective manner. In this regard, the purpose of measurement also serves the needs of the Municipal Performance Grant, since the entirety of the indicators of this grant is served with the data of the municipal performance report.

Therefore, both these processes, performance measurement and performance grant allocation, aim to improve the work of the municipal administration in general, to increase the level of responsibility and accountability, as well as to reflect in better governance and the highest quality services for citizens.

Methodology

The Municipal Performance Management System (MPMS) is built by MLGA in cooperation with international partners. MLGA has defined and standardized the methodology for the preparation, collection, processing, verification and reporting of data to MPMS.

Guidelines for data collection and reporting are provided through: training for municipal performance coordinators and reporting officers. In step with this, written instructions have been prepared which explain in detail the entire scenario of the operation of the MPMS.

The performance measurement process has gone through the following stages:

1. Functionalization of the electronic system for managing performance data and holding trainings for all municipal officials;
2. Opening of the call for reporting in municipalities;
3. Receipt of data reported by the municipality;
4. The preliminary data verification was done within the deadline for reporting;
5. Addressing of eventual changes in the system, after preliminary verification;
6. Verification of data with direct participation in the field;
7. Regular verification according to a sample of 11 indicators;
8. Extraction and preliminary communication of performance results in municipalities;
9. Completion of the complaints period;
10. Finalization of the report.

The reporting and documentation of data for MPMS was done in the Electronic System of MPMS by the municipalities, after the instructions/trainings organized by MLGA and DEMOS. The process of data collection, documentation and reporting within the various municipal institutions was coordinated by the municipal performance coordinator. The reported data were authorized by the mayors.

Data verification – data quality assurance and their verification were done through several methods:

1. Documentation through monitoring of official websites;
2. Review of official documents attached to forms completed in the electronic system;
3. Clarifications provided by coordinators in the Electronic Performance System;
4. Comparison of data with other official documents of public institutions;
5. Comparison with other official reports of MLGA;
6. For certain data, the responsible officials in the municipalities were contacted directly.

Chapter I

I. Performance of municipalities in 2022 – General Part

1. Overview of municipal performance measurement

Measuring the performance of municipalities is a regular process, which is implemented by the Ministry of Local Government Administration, in cooperation with all responsible structures in the municipality, including reporting officers, performance coordinators and mayors, as the final authorizers of data reported by municipalities.

The measurement lies within the framework of the municipalities' competences according to the basic and sectoral legislation. Law No. 03/L-040 on Local Self-Government has expressly determined the competencies of municipalities in many fields of local government, including: public services, local infrastructure, maintenance of roads and public spaces, public lighting, local economic development, urban and rural planning, land use and construction, drinking water supply, sewerage network, environmental protection, waste management, provision of pre-university education, primary health, social welfare services, cultural activities, as well as many other issues expressly defined by law.

The Municipal Performance Management System (MPMS) enables the obtained results to serve as a means of identifying the strengths and weaknesses of local government, so that strategies for improvement and sustainable development can be built from the information obtained. The 2022 measurement was carried out in 19 fields of municipal competencies, with a total of 111 indicators. The elements of performance measurement express the set of rights and obligations that municipalities exercise in serving the citizens on the basis of legal competencies². The indicators used provide significant information about the level of services provided. The data obtained provide important indications for the management of the municipality to extend priorities to the less developed sectors.

Even in 2022, the municipal performance measurement process was done through the Electronic Performance Management System, to which all reporting officials of the municipalities and the ministry have access. The digitization of this process has enabled an interactive form of communication, to clarify

² Administrative Instruction No. 01/2023 on Municipal Performance Management and the Municipal Performance Grant Scheme

all questionable data and to increase the level of documentation. At the same time, the system enables the tracking of all evaluation steps and stores all relevant documents on which the reporting is based.

2. Performance trends of municipalities over the years

In 2022, 30 municipalities responded to the request for performance reporting, while 8 other municipalities did not report the data to MPMS. The municipality of Klokot/Klokot did not report in the time specified by law and reported only 30% of the data. The results show that the level of achievements of municipalities over the years ranges from 57.06% to 59.25%, in 2022.

It should be noted that the elements of performance measurement have changed over the years, due to the inclusion of innovations within the MPMS, namely the addition of new indicators and data. The purpose of expanding the fields and indicators was to measure as many possible services as possible, that are provided by local institutions. This increase is also due to the fact that the municipalities have strengthened their capacities to use the performance system, thus increasing the quality of the reported data. The overall analyses show that some indicators have already reached a good standard of operation, testifying to the level of regularity within the target results. On the other hand, there are certain parameters for which the municipalities are still at a low level of development, and for which the measurement indicators must be present in a long-term period.

Below are the average percentages from 2020 to 2022, as follows:



Fig. 1. Performance of municipalities by years 2020-2022

2022 results

As for the data for 2022, the overall performance of municipalities in 19 fields with 111 measurement indicators is 59.25%, which means that municipalities have provided better quality services by 3.17% compared to 2021, while compared to 2020, there is a slight increase of 2.19% in performance in 2022.

Overall average indicates that municipalities should increase their efforts to improve services and governance. Referring to the % by fields, the greatest need for increased performance is expressed in the following fields: equal gender representation (39.06%), sewerage (39.74%), parking lots (47.35%), public transport (47.41%), public spaces (47.84 %), primary health care (50.84%), environmental protection (51.78%), disaster management (52.02%), road infrastructure (55.05%), spatial planning (55.37%), local economic development (56.38%), this field, compared to 2021, had an increase of 11.93%, and we have the field of pre-university education very close to the national average (with 58.30%).

The following services are above the country average: Public Administrative Services are at the highest level, at 88.04%, at the country level, followed by the field of municipal transparency at 85.78%, Culture,

Youth and Sports are services that have been provided offered at a satisfactory level which, expressed as a percentage, is 83.67%, drinking water is ranked fourth at 74.60%, while the field of waste management is at 69.84%. The other two fields, municipal responsiveness and equality in employment and social services are very close to the country's average in terms of provision of these services to citizens, the field municipal responsiveness is at 62.02% and equality in employment and social services in at 60.30%.

Below is the figure with the achieved % of the 19 measurement fields:

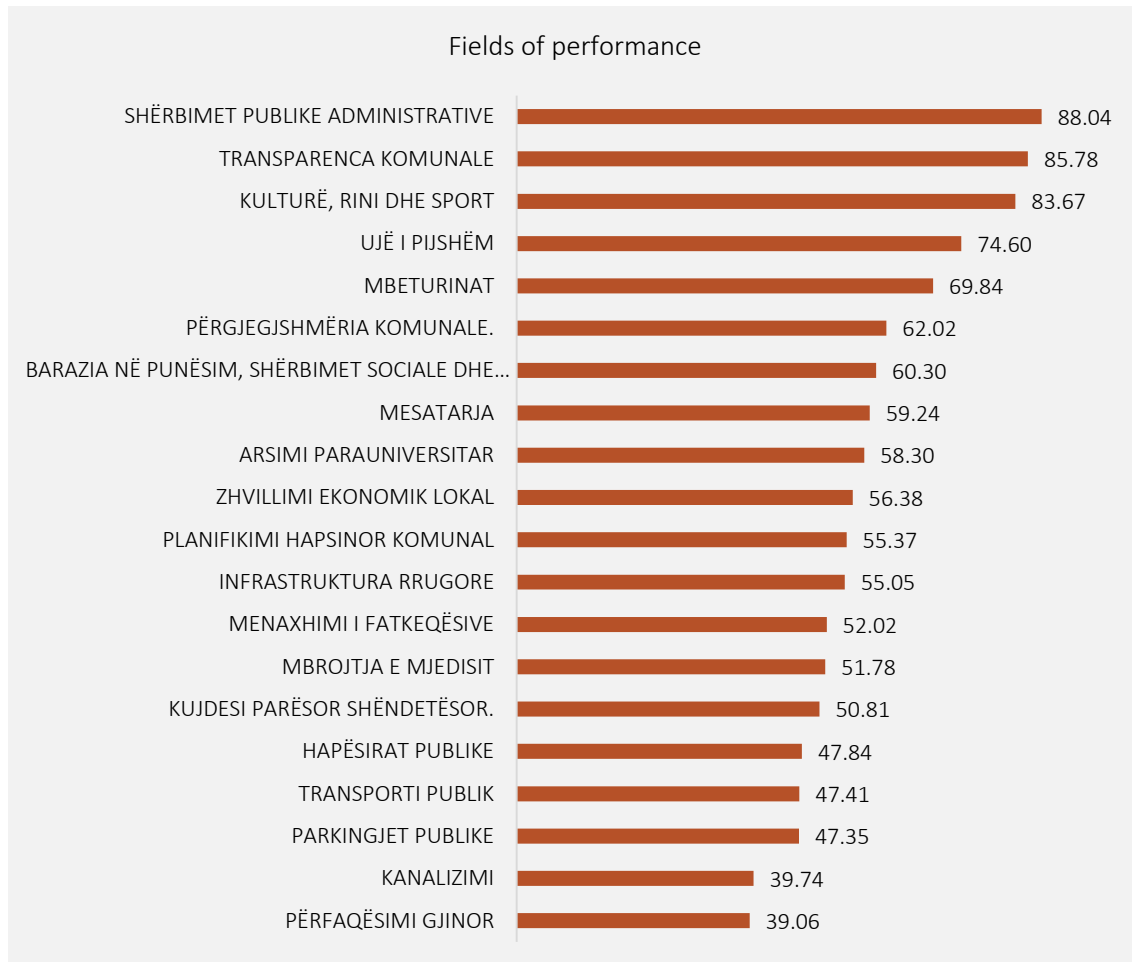


Fig. 2. Performance by fields

Division of fields according to categories and levels of performance. We have divided the 19 fields of governance by the municipalities into three levels. According to the chart above, there are five (5) fields ranked by percentage at a high level of performance, administrative services with 88.04% and waste management with 69.84%.

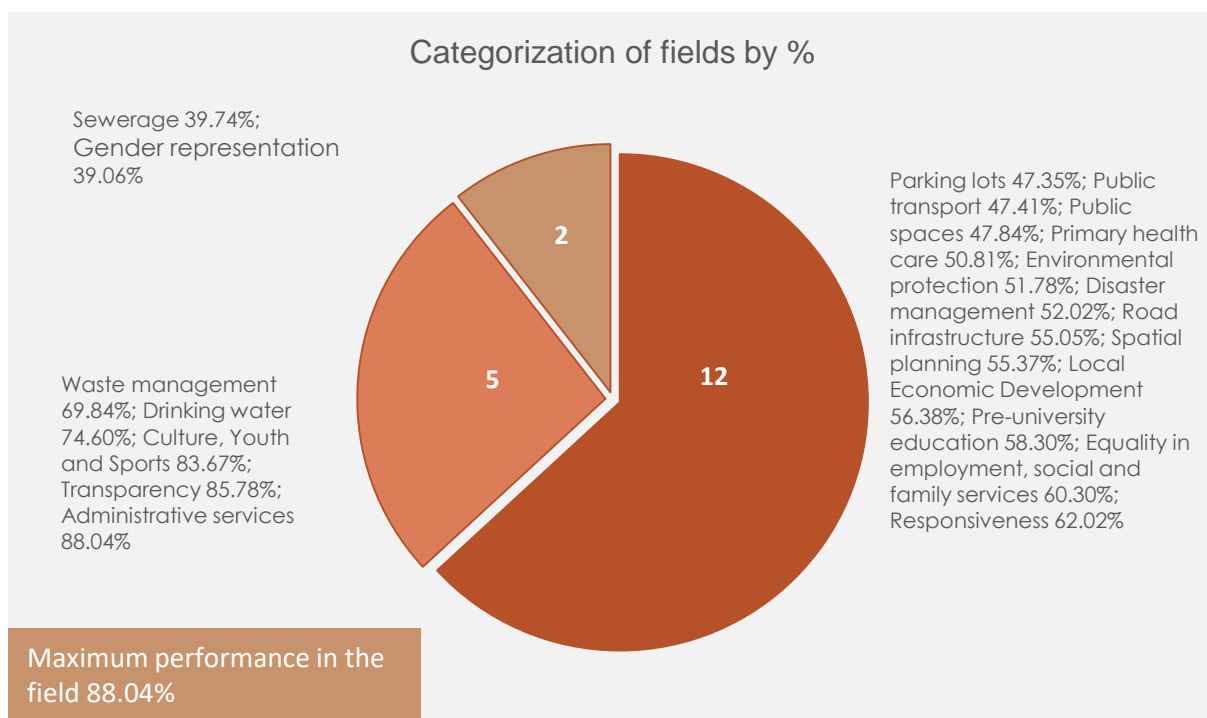


Fig. 3 Categorization of fields by performance level

Services with a medium level of performance are 12, starting with municipal responsiveness with 62.02% and public parking lots with 47.35%. It is worth noting that only two services are at a low level of performance at the country level. From this ranking, one can see that there are no changes from 2021, because even in 2021 they were ranked the same according to municipal performance, there is only a small specific change observed according to the percentage.

The elements of the Municipal Performance Management System also provide information on procedures and legal aspects of a public service, and that is why the categorization of the fields according to the level of achievements has been made taking into account the purpose of the indicators, the similarities between them, the content and the type of field of competence. Therefore, the following field grouping takes into account these segments:

- 1) Standards of good governance
- 2) Provision of public services

From Figure 4, we notice that within the governance indicators, in 2022 the average is 65.26%, compared to 56.70% in 2021. Compared to the previous year, the data show that the municipalities have increased the efficiency in providing administrative services, from 81.66 % to 88.06%, or an increase of 6.4%. The efficiency of the municipalities in giving responses to the parties in the administrative procedure, their

treatment within the legal deadlines and the provision of administrative services in electronic form are evaluated within this field³.

1) Standards of good governance

In the framework of municipal transparency, the overall level of achievements is 85.78%, compared to 66.92% in 2021, or an increase of 18.82% in 2021. According to the data, for the field of equal gender representation, although it remains among the fields with the lowest percentage (38.02%), **for the year 2021, we have a slight increase in performance for this field of 39.06, or 1.04 higher than in the previous one.**

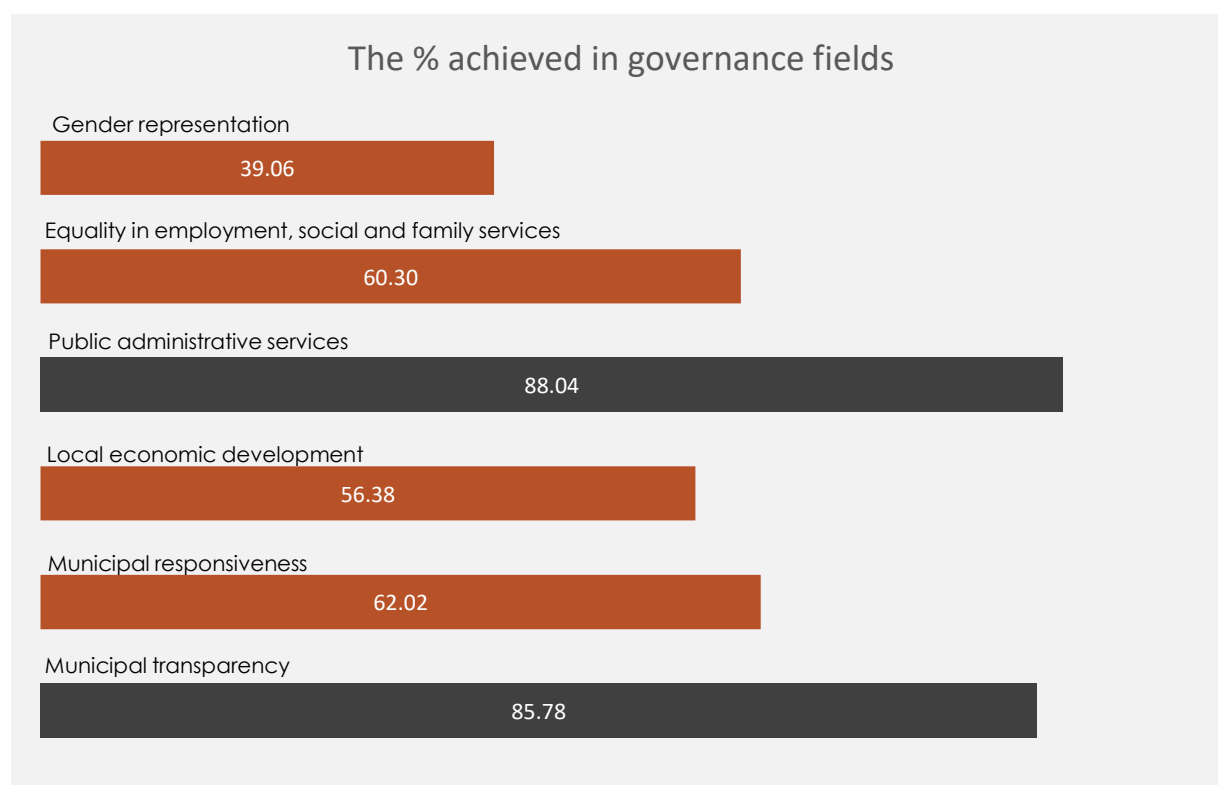


Fig. 4 The % achieved in governance fields

Municipal transparency is closely related to the field of **municipal responsiveness**, which is assessed with the largest number of indicators within the MPMS. Unlike transparency indicators, which are mainly oriented towards providing publicity for activities and official data, municipal responsiveness incorporates data that show the level of accountability of municipal bodies, as well as their activity for the active involvement of citizens in decision-making. While the municipalities stand quite well in the transparency indicators, the responsiveness results point to the need to strengthen the elements of accountability and greater involvement of citizens. This field results with 62.02% and has the same performance as in 2021.

In the framework of the actions that **affect the local economic development**, the municipalities have a performance with a general level of achievement at the rate of 56.38%, and this field also has the same level of performance achievement as in 2021.

Equality in employment, social and family services - Within this field, the actions of the municipalities for the provision of social housing services, as well as institutional care for vulnerable groups, have been measured. Data have also been collected on the employment of persons with special needs and the

³ For more: <https://mapl.rks-gov.net/wp-content/uploads/2021/05/Dokumenti-Kryesor-i-Sistemit-te-Menaxhimit-te-Performances-Kumunale- designed-18.02.2021.pdf>, p. 62

employment of members of non-majority communities based on their legal rights. The overall performance in this field is 60.30%, compared to 55.09% in the previous year.

2) Fields with indicators for the provision of public services

Within these fields, there are indicators for different types of services provided by municipalities, such as: waste management, water supply, environmental protection, sewerage, urban planning, cultural activities, education, health, road infrastructure, sidewalks, public lighting, maintenance of public spaces, maintenance of roads, bicycle paths, public parking lots, road marking, etc. Figure 5 shows that within the indicators of public services, the overall average achieved is 56.77%.

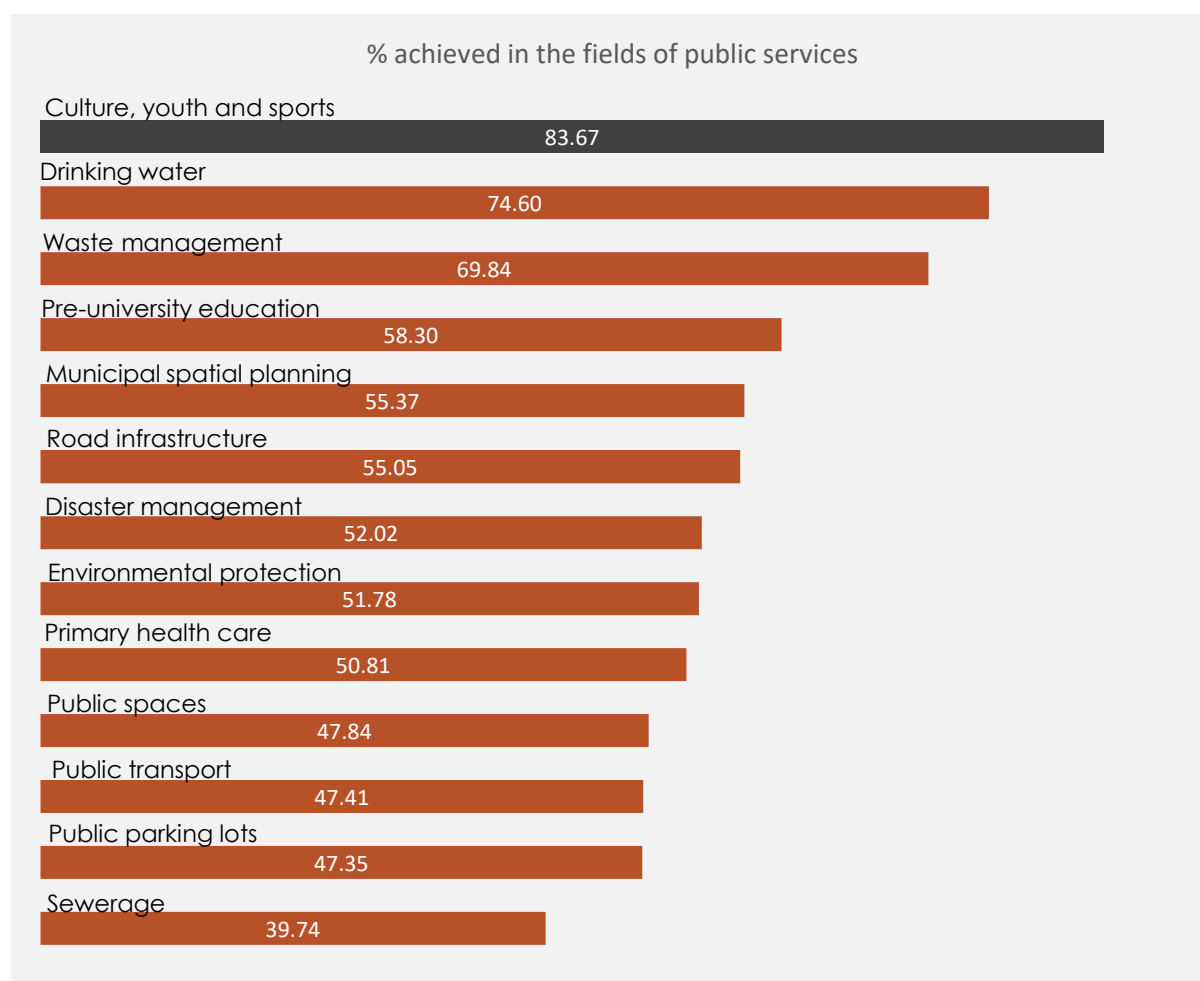


Figure 5. The performance of municipalities in the fields of measuring public services during 2022

The field of **Culture, Youth and Sports**, for the year 2022, has the highest rate of provision of this service at the level of all municipalities, expressed as a percentage at 83.67%, followed by drinking water which ranks second at 74.60%, the third in the ranking is the field of **Waste Management**, which is quite satisfactory level of provision of this service in all municipalities of the country and reaches the rate of 69.84%, just like the field of **Pre-university education** as an own municipal competence which has a good ranking in terms results in the provision of municipal services with 58.30%. **Spatial Planning** ranks fifth in terms of the list of quality service provision, which, expressed as a %, is 55.37%, we also notice a small difference in the field of **Road infrastructure**, which in percentage is 55.05%, followed by the field of **Disaster management**, which, expressed as a percentage, is 52.02%. **Environmental protection** has an average level of provision for all municipalities and is 51.78%, followed by the field of **Primary health care**, which, in percentage, is 50.81%.

At a slightly lower level are the following fields, starting from the field of **Public Spaces**, 47.84%, the field of **Public Transport**, 47.41%, followed by the field of **Municipal Public Parking Lots**, 47.35%, and the last field at the level the country is the field of **Sewerage** at 39.74%, and we can say that there is an average level of provision of this service in municipalities.

Chapter II

II. Special Part - Performance of municipalities in 2022

1. Results of municipalities by fields and indicators

Performance measurement in 2022 focused on reflecting the achievements of 38 municipalities. 31 municipalities responded to the request for reporting, although the degree of data invalidity was quite pronounced in some municipalities.

The level of service provision and compliance with governance standards varies from one municipality to another, depending on the field of competence being measured. Many factors can affect the level of performance, such as: the priorities set by the municipality within the fields for which the measurement is carried out, the way and quality of work planning, execution in relation to the planning, execution in relation to certain opportunities and obstacles, capacities and resources, the complexity of the issues, the quality of data reporting to the MPMS, as well as other relevant factors.

Following in this report are presented details of the achievements of the municipalities by relevant fields and indicators.

Clarification: Following in the report, the calculation of the final result of the measurement fields is also based on the value 0 for the data which have been declared invalid. This was done for the reason that even bad reporting is considered poor performance, which should affect the final result of the municipalities that did not provide data. This is also reflected in the comparisons between municipalities as well as the evaluations made for the purposes of the Performance Grant.

Field 1: Public Administrative Services

This field consists of four indicators, which include public administrative services (PAS) and the efficiency of municipal bodies in reviewing the requests of citizens, natural and legal persons, for issues related to their competencies that pass through the Centre for Citizen Service. At the same time, this field measures the readiness of municipalities to provide administrative services online or through e-kiosk.

Compared to the other 19 fields, in 2022 this field ranks first in terms of performance, with an overall level of 88.04%.

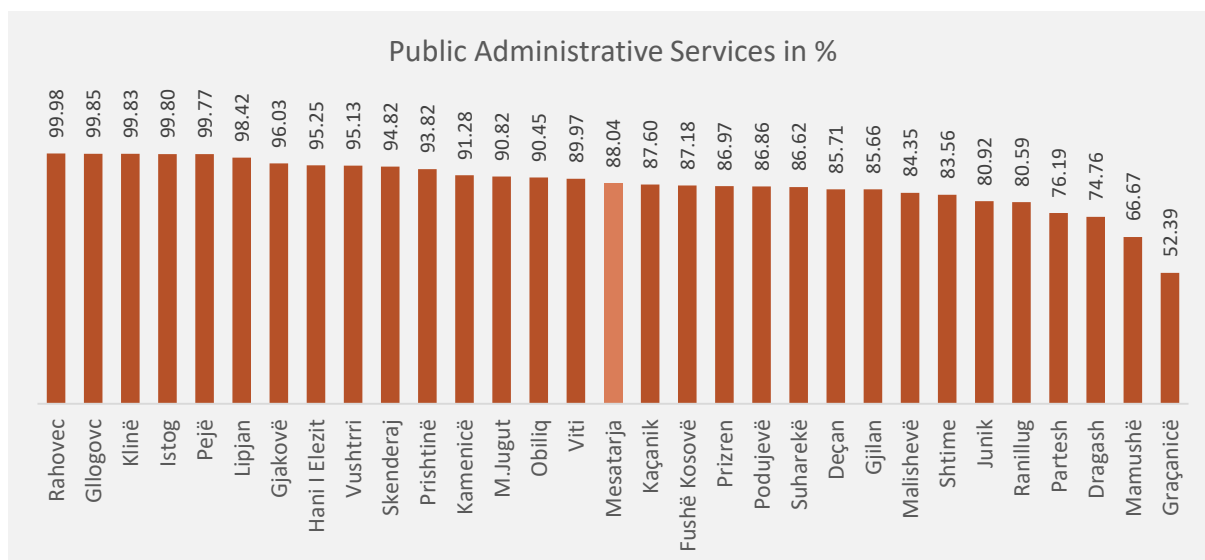


Fig. 6 Comparison of the performance of municipalities in the field of administrative services

The data show that the municipalities have largely reviewed the administrative requests that have been submitted to them. Through three indicators in MPMS. Indicator: administrative requests reviewed during the year expressed in % are 74.40%, administrative requests reviewed within legal deadlines are 96.66%, while administrative services provided online are also 74.40%.

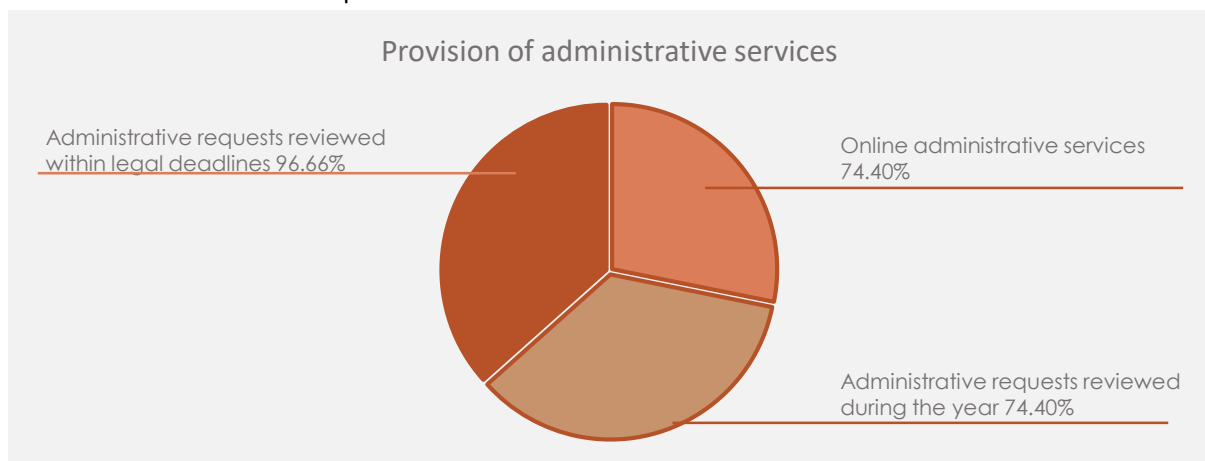


Fig. 7 Performance indicators in the field of administrative services

Field 2 – Municipal Transparency

7 indicators with 26 data have been applied in this field, which provide information on the publication of acts, plans, budget, website criteria, access to public documents, the publication of assembly sessions etc.

The overall performance achieved in this field is 85.78%, in contrast to the previous year where it was 66.92%. Regarding the performance by indicators, the highest percentage is in allowing access of citizens to official documents, expressed by 93.54%.

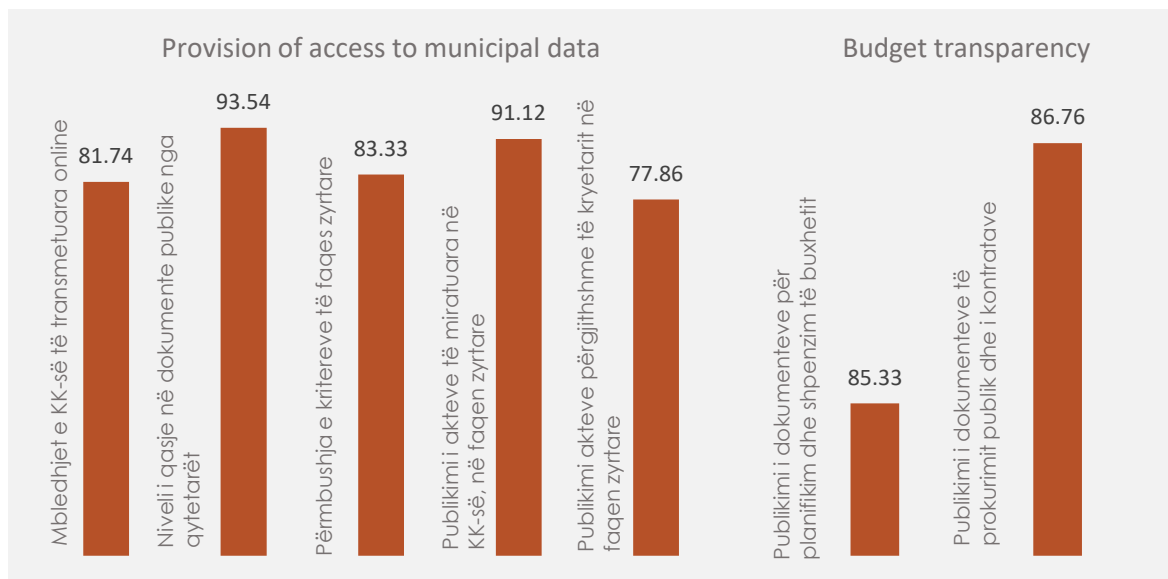


Figure 8 Performance indicators in the field of transparency

From the figure above, it can be seen that the indicator for the online broadcast of the assembly meetings is at 85.74%, which also affects the general increase in performance in this field. The eight criteria measured for the municipal website turn out to have been fulfilled to the extent of 83.83%, while the acts of the municipal assembly have been published at 91.12%. The data show a positive trend in the publication of acts of a general nature approved by the mayors, expressed in a percentage of 77.86%.

Likewise, the municipalities have mostly been efficient in publishing the municipal budget and expenditure reports, at 85.33%. Regarding the publication of the annual public procurement plan and the publication of contracts, municipalities have a percentage of 86.76%, or 4.36% higher than in 2021.

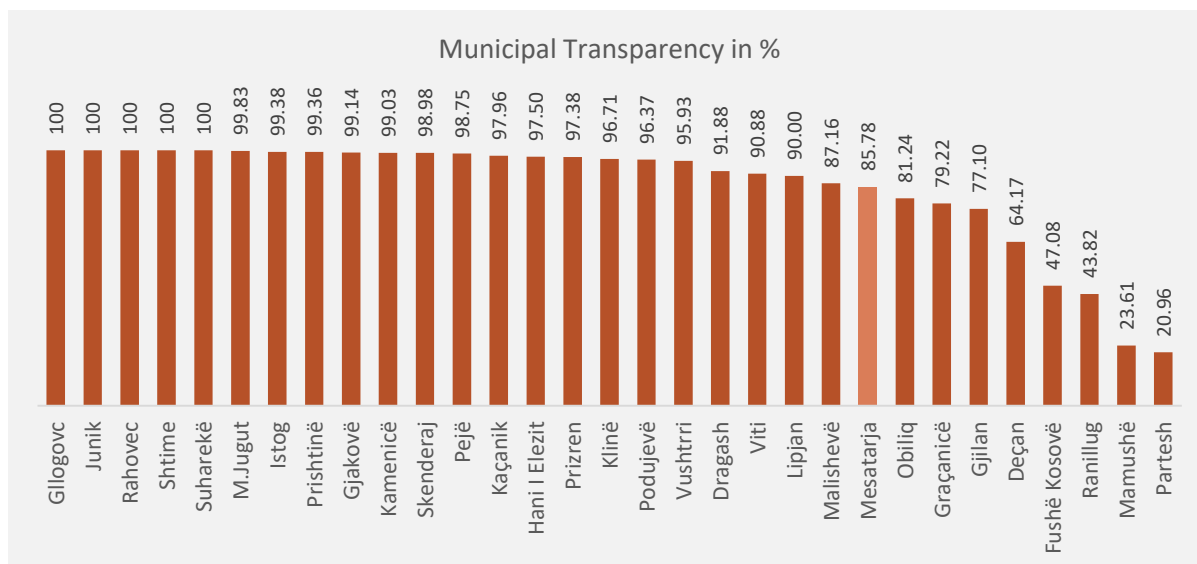


Fig. 9 Comparison of the performance of municipalities in the field of municipal transparency

The above figure shows 6 municipalities that have shown performance between 90-100% in the field of transparency, which are: Glllogoc/Glogovac (100.00%), Junik/Junik (100.00%), Rahovec/Orahovac (100.00%), Shtime/Štimlje (100.00) and Suharekë/Suva Reka (100.00%).

Field 3 – Municipal Responsiveness

Municipal responsiveness has a total of 22 indicators, 18 of which were applied in 2022. This field has an overall performance of 62.32%. Within this field, we observe a high performance of municipalities in undertaking legal actions. Municipalities have also shown positive performance in the discussion of draft budgets and the medium-term expenditure framework, in this indicator, the municipalities have been successful. Likewise, the municipalities have achieved high performance for the indicator Level of implementation of the procurement plan, while the indicator Vacancies that have been processed through HRMIS also has a significantly high level.

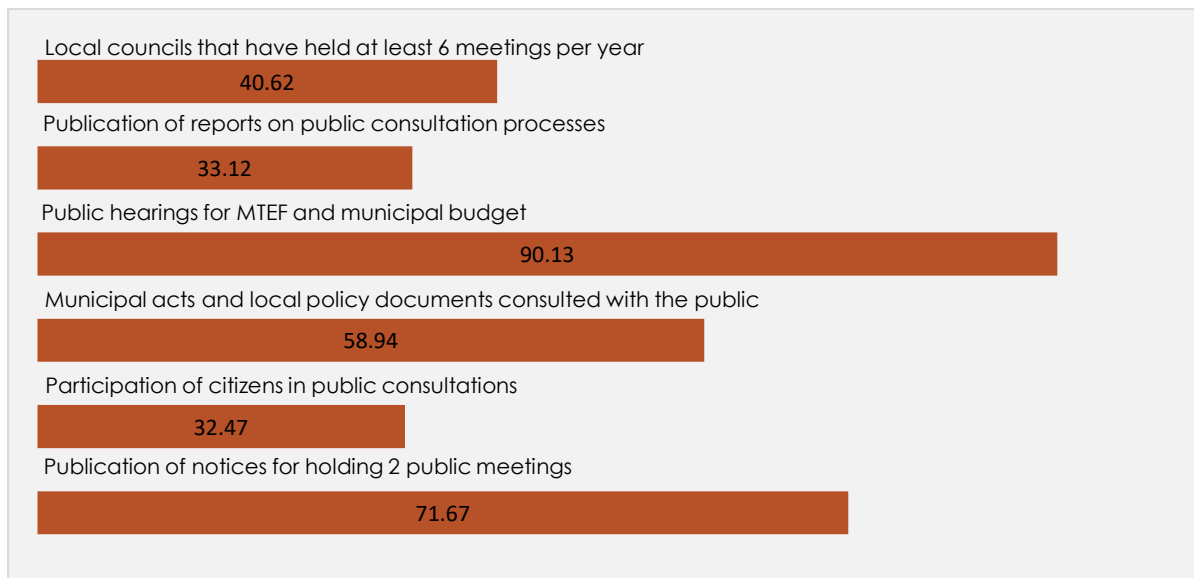


Figure 10 Performance indicators in the field of municipal responsiveness

The participation of citizens in public consultations remains low even in 2022, despite the MPMS standard of 3% of the municipality's population, which was met at the rate of 32.47%, compared to the previous year when it was 21.91%, or 10.56 more higher than in the previous year. This indicator shows a slight increase in 2022.

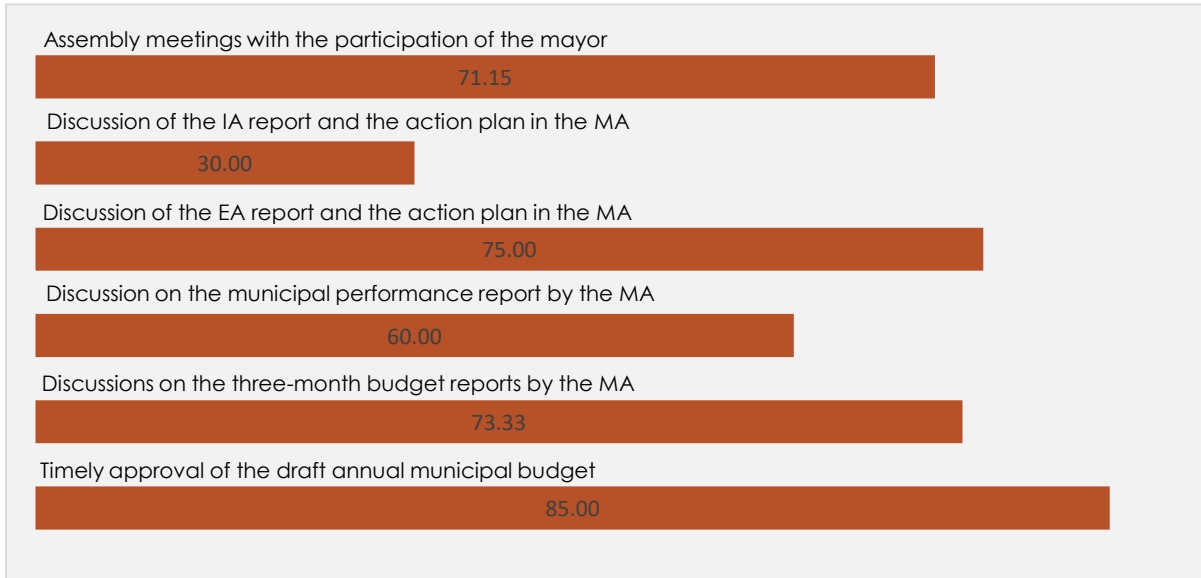


Figure 11 Performance indicators in the field of municipal responsiveness

As for the level of implementation of the procurement plan, based on the amount spent against the amount planned, the performance results in 89.63%, and this indicator has an increase of 8%, as in 2021 it was 81.63%. The indicator for the level of addressing the recommendations of the NAO has a percentage of 46.67%.

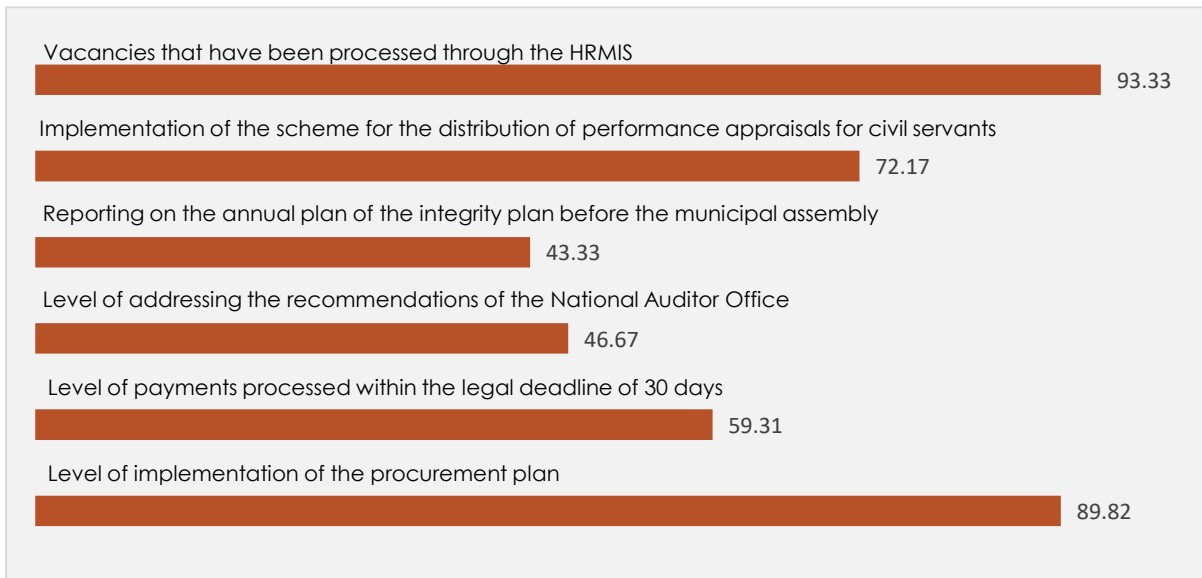


Figure 12 Performance indicators in the field of municipal responsiveness

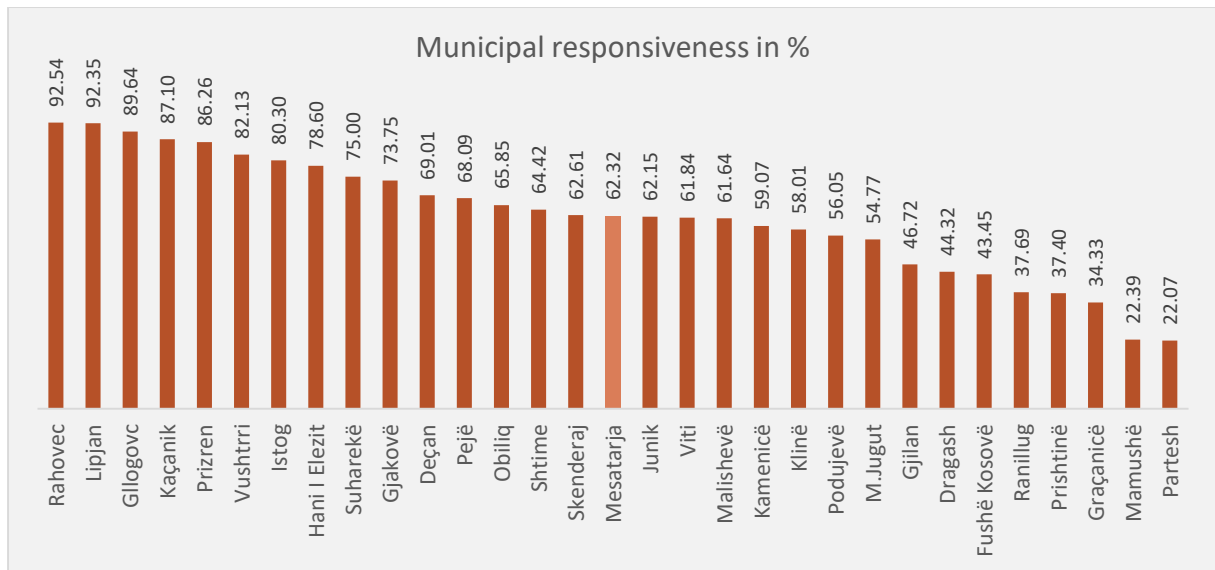


Figure 13 Comparison of the performance of municipalities in the field of responsiveness

The highest performance in the indicators of this field was achieved by the municipality of Rahovec/Orahovac (92.54%), Lipjan/Lipljan (92.35%), Glllogoc/Glogovac (89.64%) and Kaçanik/Kaçanik (87.10%). Unlike them, the municipalities of Partesh/Parteš, Mamushë/Mamuša, Graçanicë/Gračanica, Prishtinë/Priština and Ranillug/Ranilug are at the lowest level. The level of performance in this field has also been affected by the non-reporting of all data for indicators by the municipalities in question.

Field 4 - Equality in Employment, Social and Family Services

This field of two results and four indicators covers the representation of different groups in municipal employment, as well as the social services of the needy groups in municipalities. In the context of employment, the indicators measure the level of employment of persons with special needs in municipal institutions, as well as the percentage of inclusion of non-majority communities. The overall performance in this field of 60.30%.

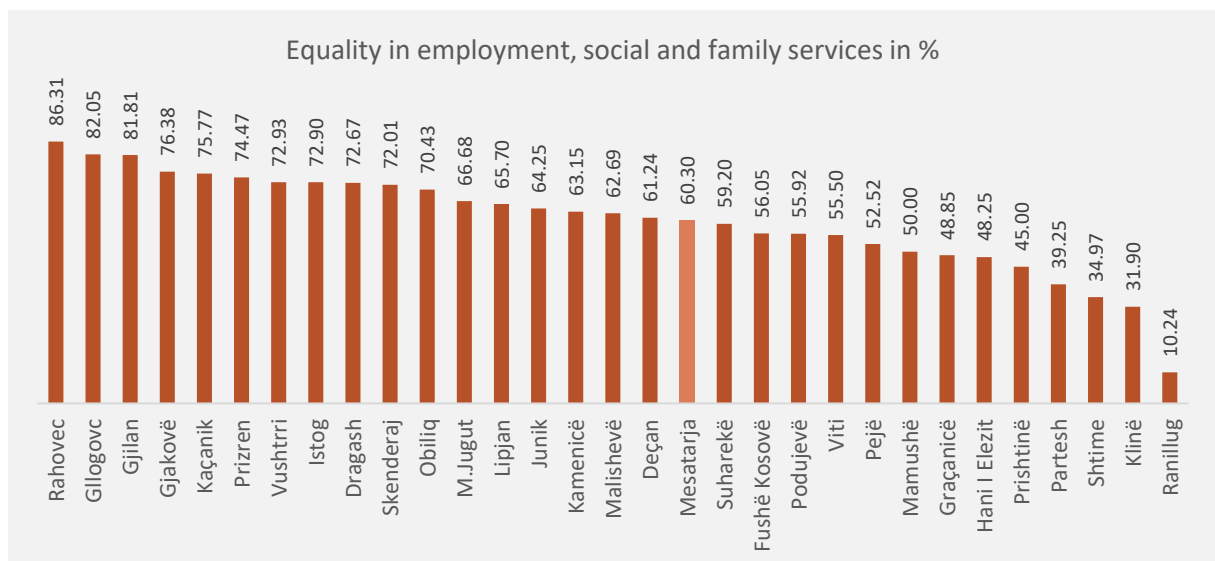


Figure 14 Comparison of the performance of municipalities in the field of Equality in employment, social and family services

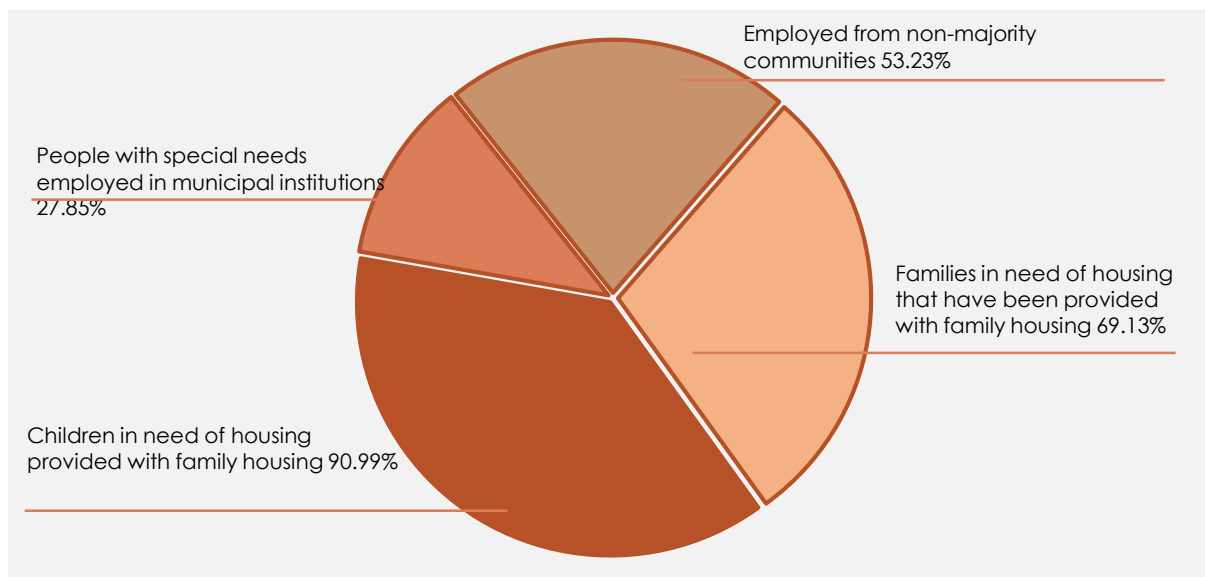


Figure 15 Performance indicators in the field of Equality in Employment, Social and Family Services

According to the data, the level of fulfilment of the quota for people with special needs employed remains low, referring to the criterion defined in Law No. 05L-051 on protection from discrimination. Below are given the achievements for each municipality in this field: The highest percentage is recorded in two indicators, Families in need who have been provided with social housing, to the extent of 69.13% and Children in need who have been provided with housing family, in the percentage of 90.99%.

Field 5 – Culture, Youth and Sports

Municipal cultural, youth and sports activities, as one of the municipalities' own competencies, are measured within this field. The field also covers the services provided by municipalities related to culture, youth and sports, including sports spaces.

The field measures performance by comparing it with the number of inhabitants in order for it to be more balanced between municipalities with many inhabitants and those with fewer inhabitants. This field has an overall performance of 83.67%.

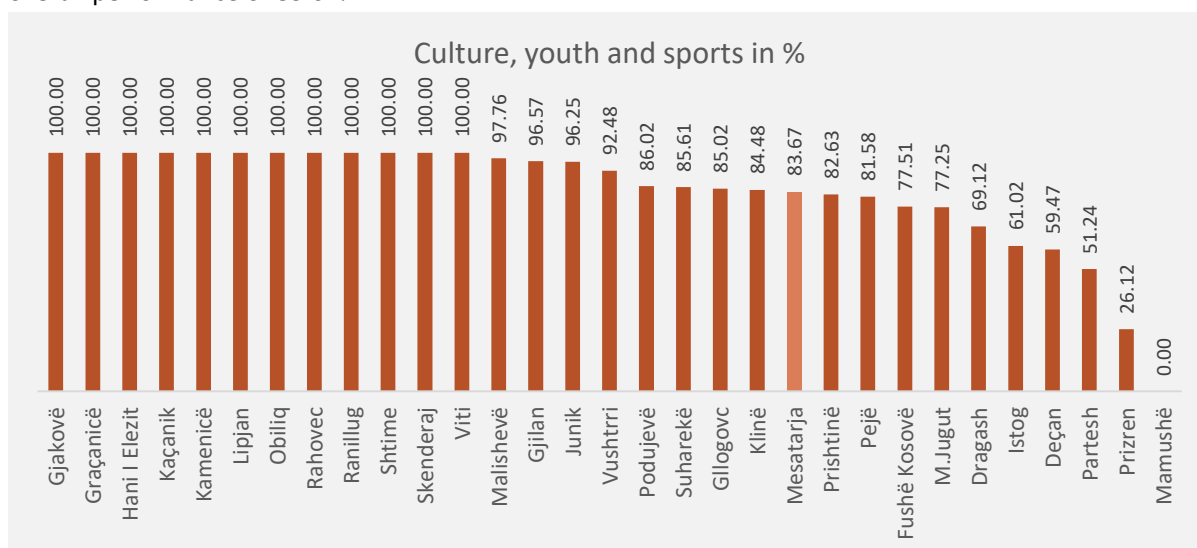


Figure 16 Performance indicators in the field of culture, youth and sports

Indicators, culture, youth and sports activities supported by the municipal budget, according to the percentage, is 87.01%, while the space for sports activities compared to the number of inhabitants in the municipality is 80.33%.

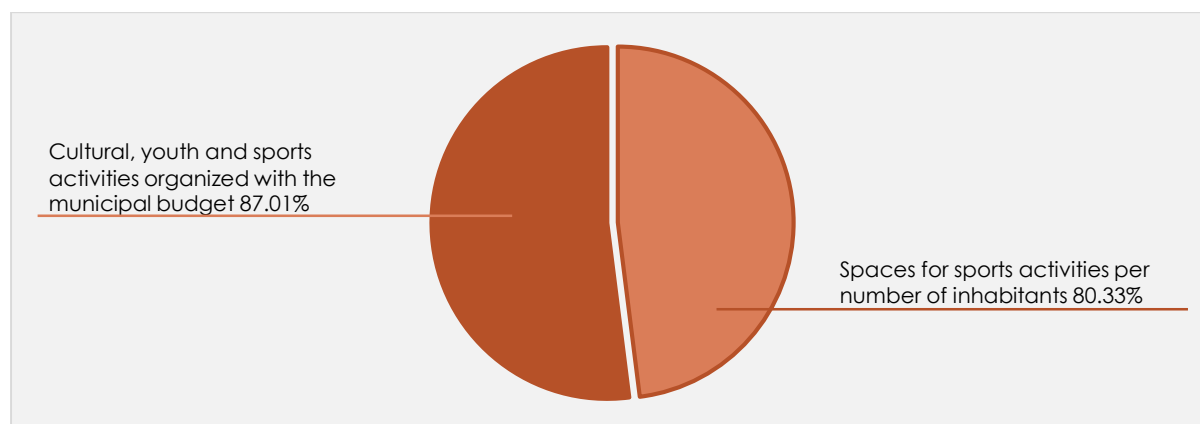


Figure 17 Performance indicators in the field of culture, youth and sports

Field 6 – Disaster management

This field measures the planning, organization and management of the organized system of the municipality to respond to the events caused by uncontrolled forces and other forces. The field has only one result and two indicators, which mainly evaluate the implementation of the plan for protection from natural disasters, as well as the level of responses of municipal institutions to the cases presented in this field. The overall performance in this field is 52.02%.

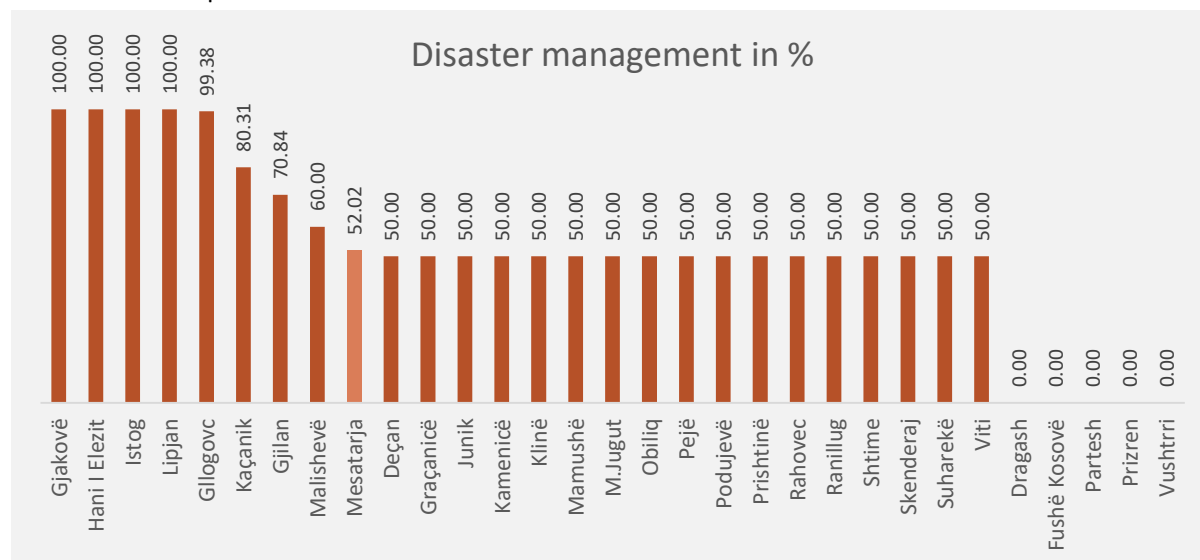


Fig. 18 Comparison of the performance of municipalities in the field of disaster management

The level of achievement of the indicators for this field is as follows: Interventions for protection from disasters has a percentage of 81.28%, while the indicator for the implementation of the municipal disaster management plan is at 22.75%, thus remaining at a low level of implementation.

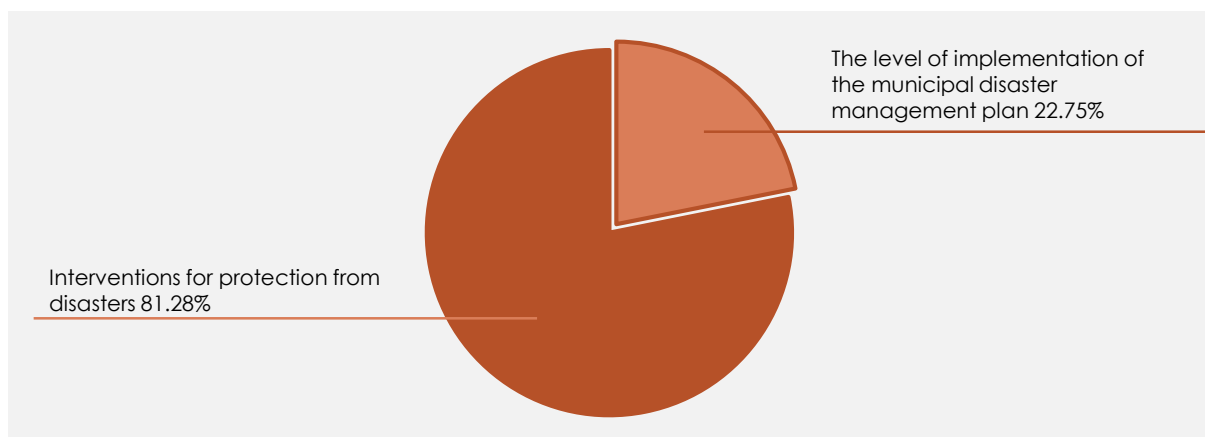


Fig. 19 Performance indicators in the field of disaster management

Field 7 – Spatial Planning

This field measures municipal spatial development through spatial planning instruments, but also the level of municipal construction planning. This field has an overall performance of 55.37%.

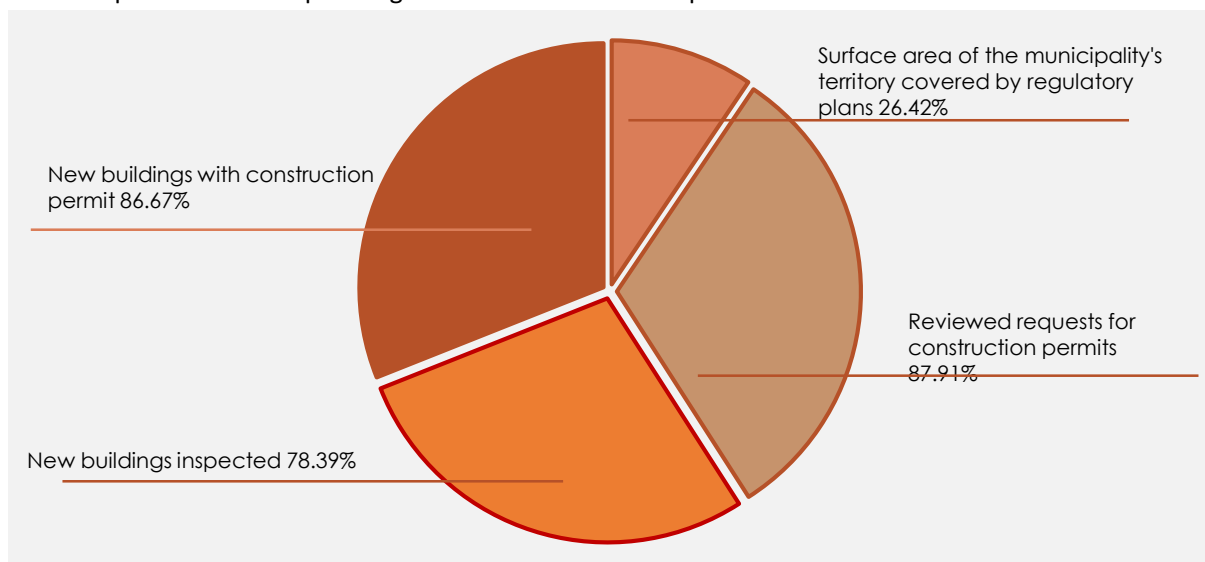


Figure 20 Performance indicators in the field of spatial planning

The surface area of the municipality's territory covered by detailed regulatory plans is at 26.42%. As for construction permits, 87.91% were reviewed on time by municipalities. According to the data, new buildings for which construction permits were issued were inspected at 78.39%. Of the total number of new buildings inspected, 86.67% were reported to be equipped with construction permits.

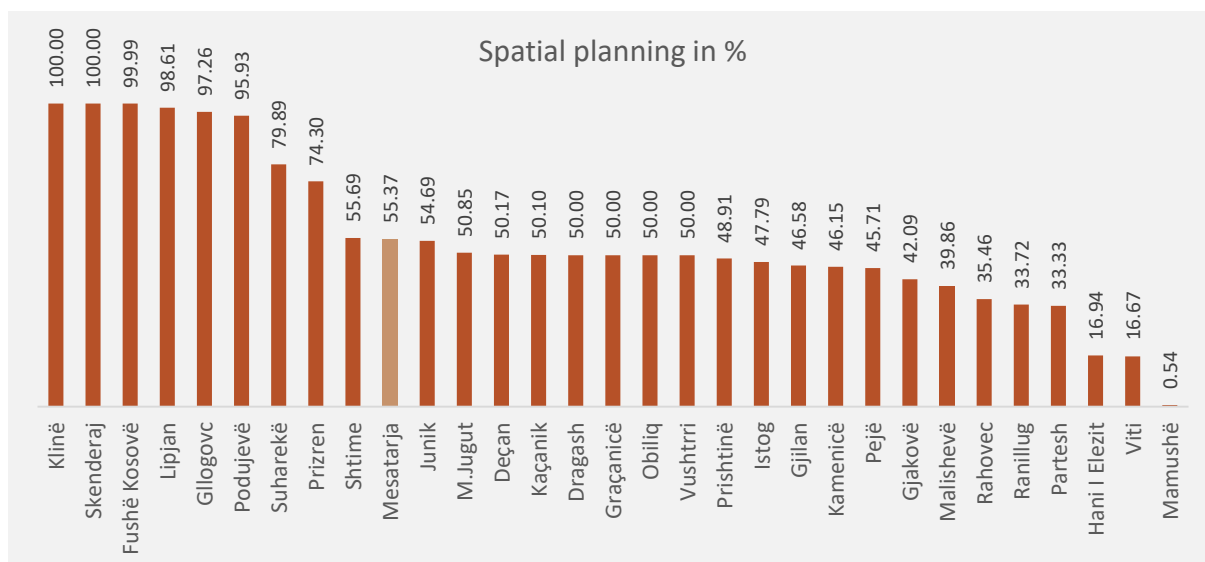


Figure 21 Comparative data between municipalities in the field of spatial planning

Field 8 – Public Spaces

This field measures public spaces that are of interest to citizens, are managed by municipalities and affect the quality and standard of living of citizens. The overall performance according to the data provided by the municipalities is 47.84%. Based on the Law on Local Self-Government, municipalities, among other things, are competent for the provision and maintenance of parks and public spaces.

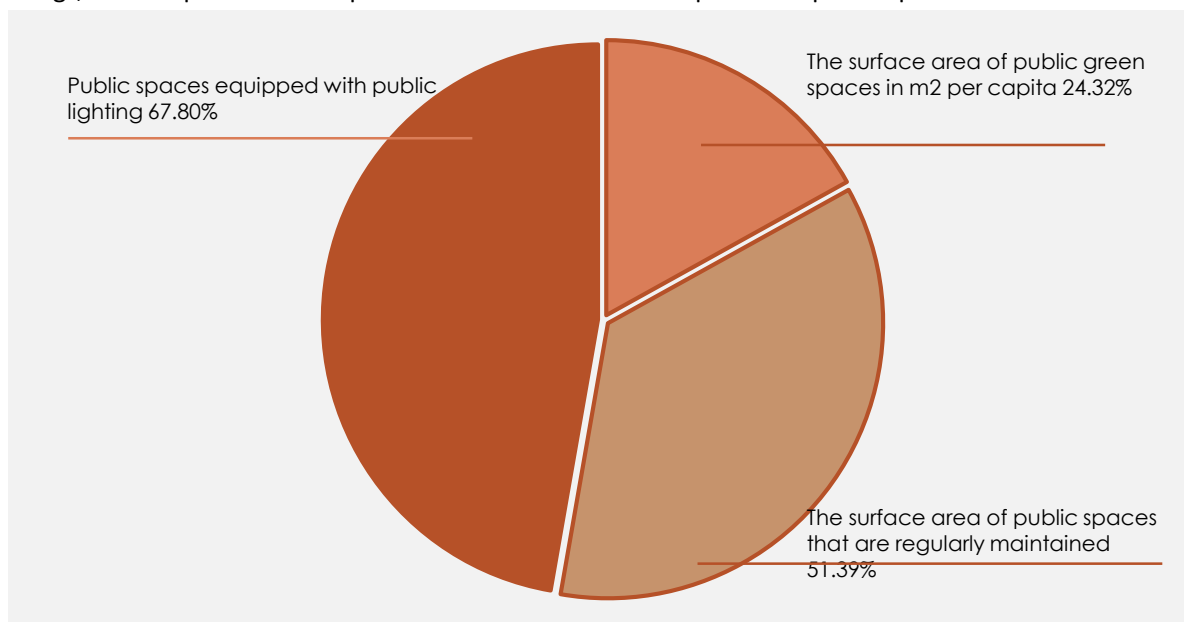


Figure 22 Performance indicators in the field of public spaces

Except the level of green spaces per capita, this field also measures the surface area of public spaces that are regularly maintained by municipalities, as well as the number of public spaces equipped with public lighting. For the level of fulfilment of the indicators, refer to the figure above.

According to the data, about 51.39% of public spaces are regularly maintained, while 67.80% of public spaces are equipped with public lighting.

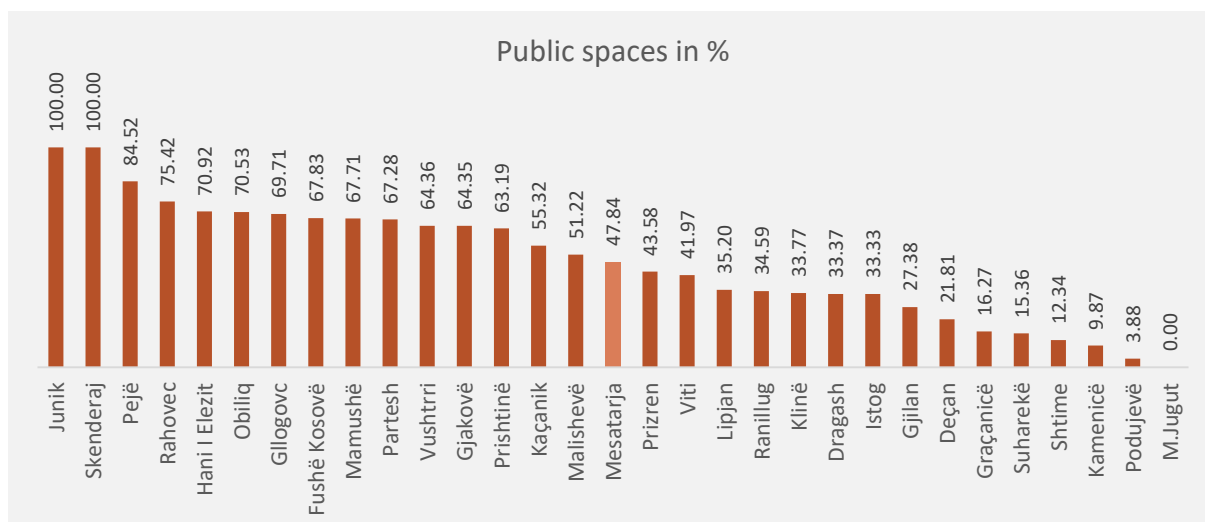


Figure 23 Comparative data between municipalities in the field of public spaces

Field 9 – Road Infrastructure

This field measures the municipal roads and the accompanying infrastructure that are under the competence of the municipality. The field has been supplemented with new indicators to promote the improvement of road infrastructure with sidewalks, lighting, signage and bicycle paths. The overall performance overall is estimated at 55.05%.

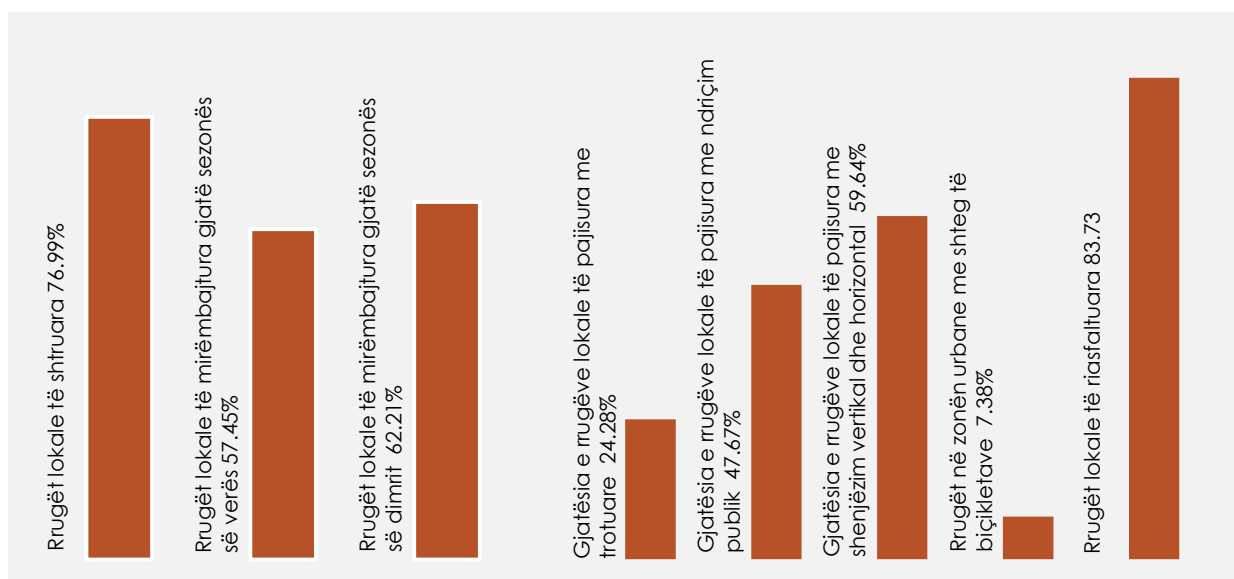


Figure 24 Performance indicators in the field of road infrastructure

What made the overall performance not so high is the inclusion of the new indicator for roads in urban areas with bicycle paths, as well as the ratio between local roads with sidewalks and public lighting. You may find the level of fulfilment of the indicators of this field in the table above. It is worth mentioning the indicator with the lowest level, roads in the urban area with bicycle paths 7.38%, and the indicator with the highest fulfilment rate of 83.73%, re-asphalted local roads 83.73%.

The performance of the municipalities at the field level is presented as follows:

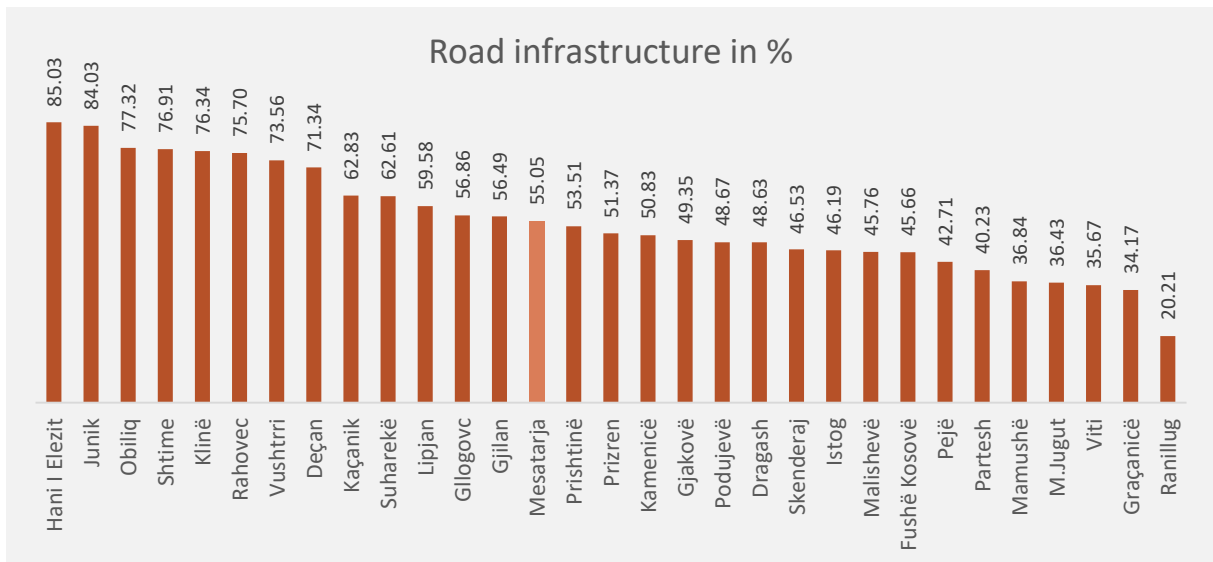


Figure 25 Comparative data between municipalities in the field of road infrastructure

Field 10 – Public Transport

This field measures the provision of public transport for the citizens of the municipality. This field has an overall performance of 47.41 %.

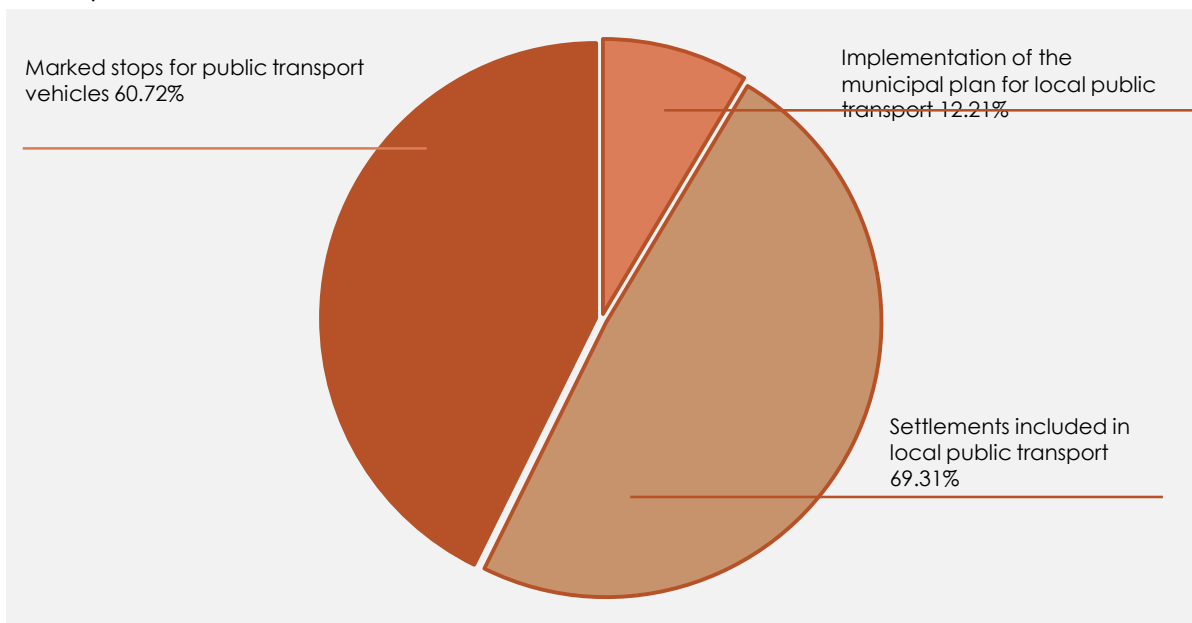


Figure 26 Performance indicators in the field of public transport

Within this field we observe above-average performance for three indicators. According to the data, 69.31% of settlements are included in local public transport, while marked stops for public transport vehicles are at the level of 60.72%. The plan for public transport has been fulfilled at a low level, namely 12.21%.

Below is presented the field performance in percentage for each of the municipalities of Kosovo:

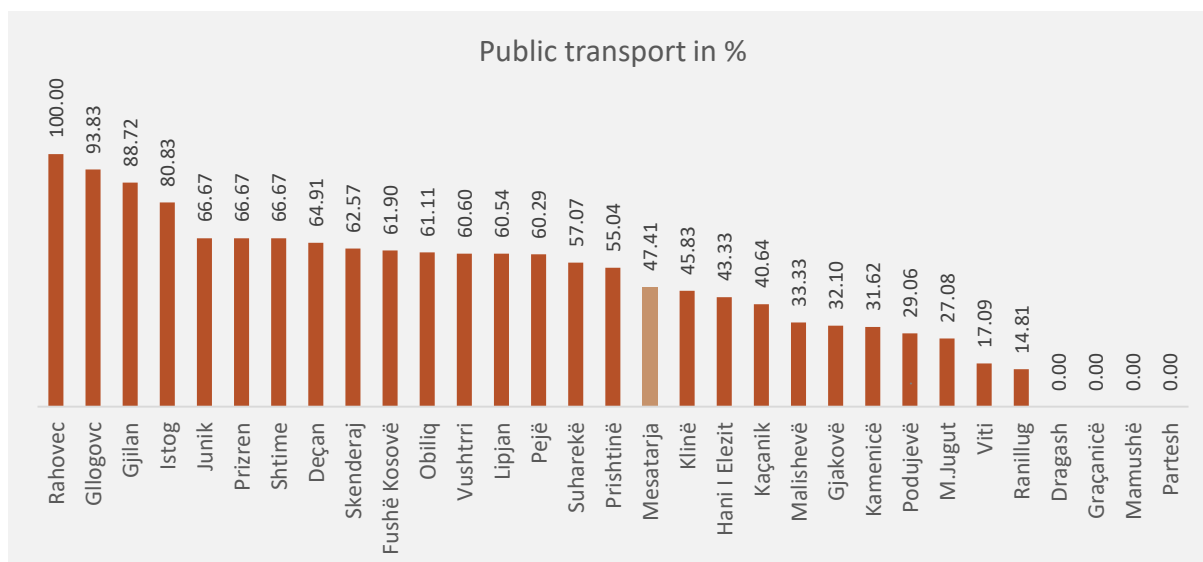


Figure 27 Comparative data between municipalities in the field of public transport

Field 11 – Public Parking

Public parking spaces are publicly and privately owned places, with a certain number of parking spaces, built with the required standards and designated for parking motor vehicles. In addition, this field measures the number of parking lots in the municipality and the number of parking spaces against vehicles registered in the municipality, as well as how many taxi parking spaces there are against the number of licensed taxis and how many public parking lots have reserved places for people with disabilities. The performance at the field level is 47.35%.

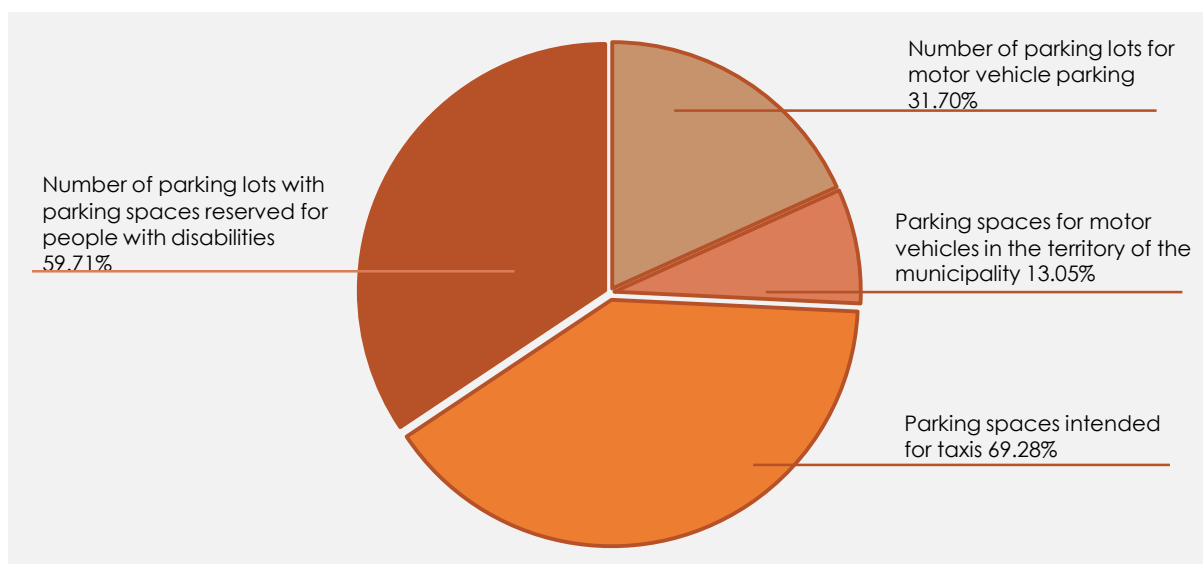


Figure 28 Performance indicators in the field of parking lots

Compared to the number of registered vehicles, municipalities with parking spaces cover 13.05%. The rate of parking spaces for taxis registered in municipalities is 69.28%. Regarding the number of parking spaces for persons with disabilities, 59.71% of parking lots have such places marked. While the number of public parking lots for parking motor vehicles is 31.70%.

Below are presented the achievements of the municipalities in this field, expressed in percentage.

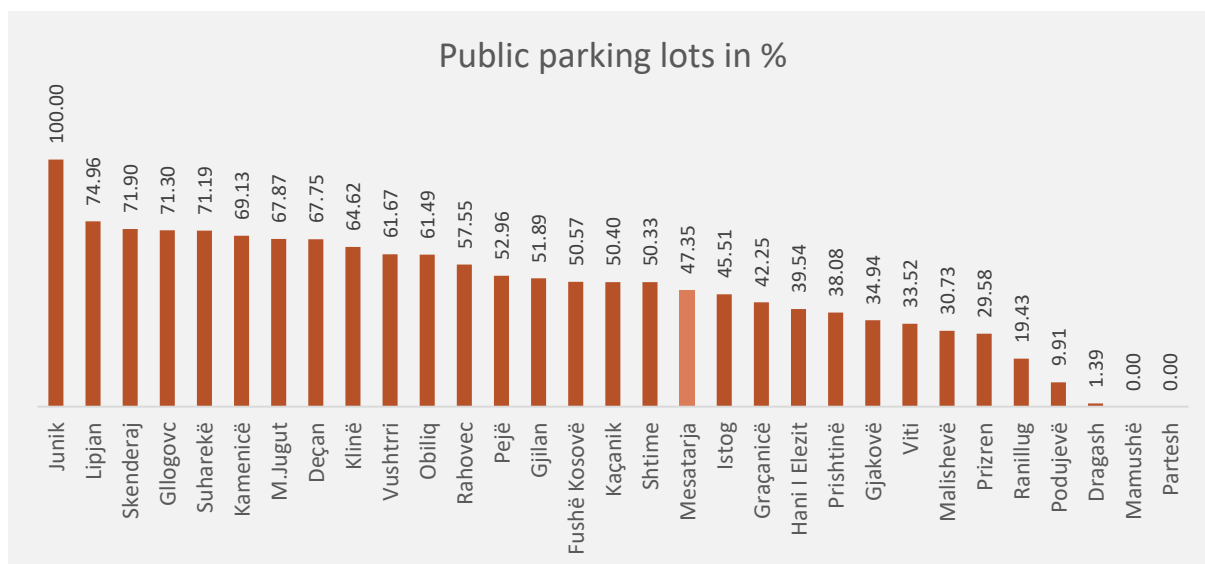


Figure 29 Comparative data between municipalities in the field of public parking lots

Field 12 - Drinking water

This field measures the provision or supply of drinking water to citizens and businesses as well as the implementation of municipal drinking water projects. This field has an overall performance of 74.60% compared to 2021 which was 67.35%.

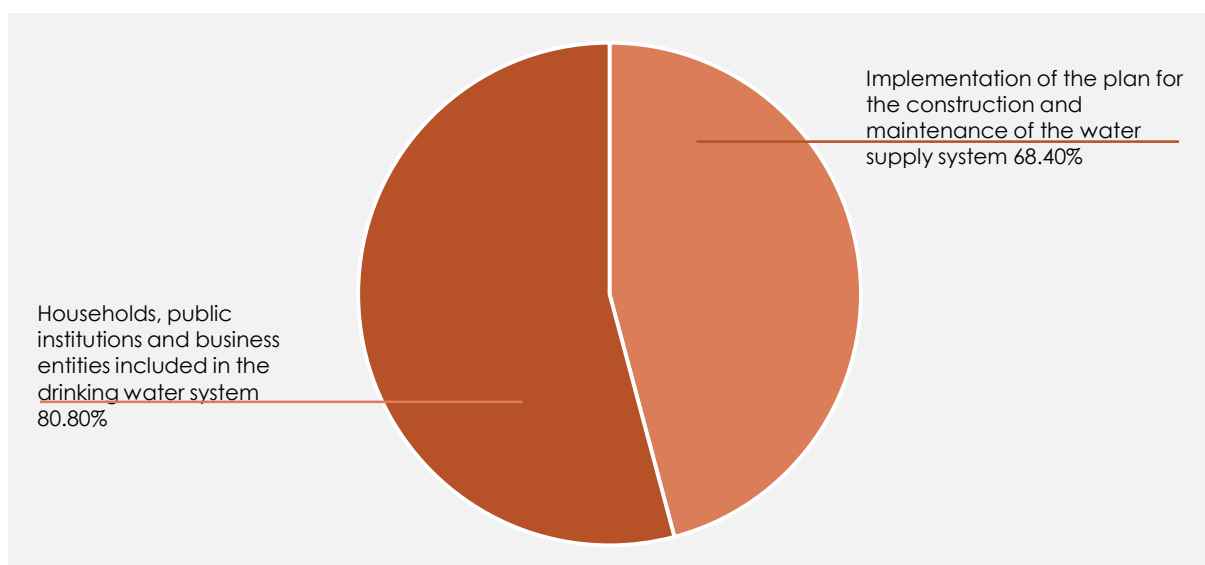


Figure 30 Performance indicators in the field of drinking water at the country level

As for the households, public institutions and business entities included in the drinking water system, this percentage indicator has been met by 80.80%. While the Plan for the construction and maintenance of the water supply system has been implemented at 68.40%.

Below is presented the performance of the field, expressed in percentage, for each of the municipalities of Kosovo:

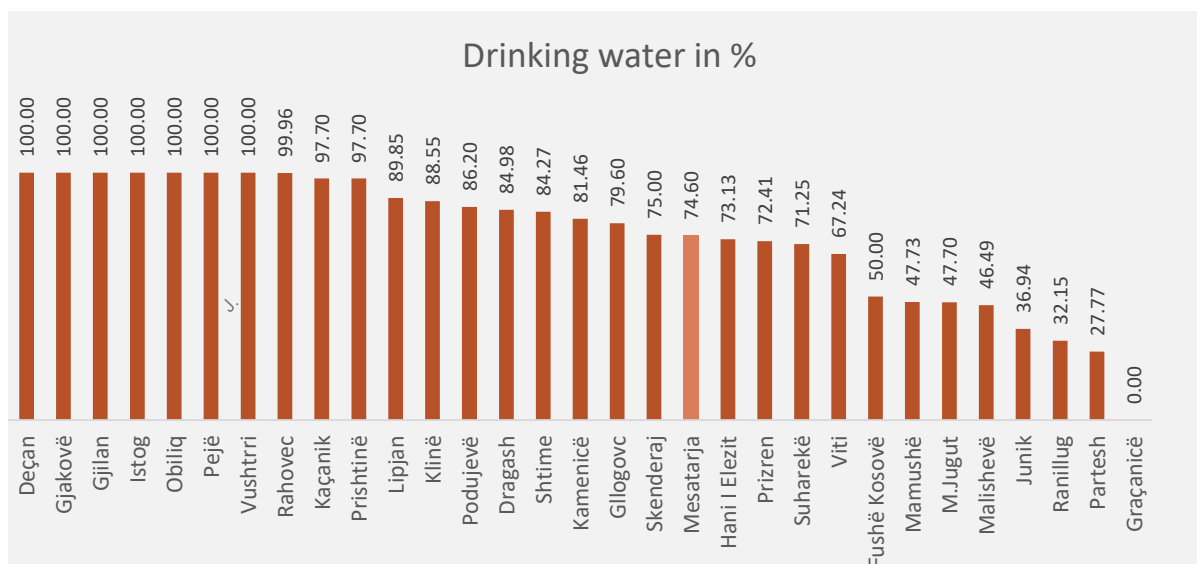


Figure 31 Comparative data between municipalities in the field of drinking water

According to the figure above, we note that 7 municipalities have reported on the extension of the drinking water network to 100% of households, public institutions and business entities, while 3 municipalities with a lower percentage are Graçanica/Graçanica, Partesh/Parteš, Ranillug/Ranilug, etc.

Field 13 - Sewerage

This field measures the involvement of households, businesses and institutions in the sewerage system as well as the implementation of municipal projects for the sewerage network. Likewise, this indicator also measures the inclusion of the municipality's settlements in the wastewater treatment network, as one of the very important factors for the environment, living conditions and public health. This field has an overall performance of 39.74%, in contrast to 2021, which was 35.49%.

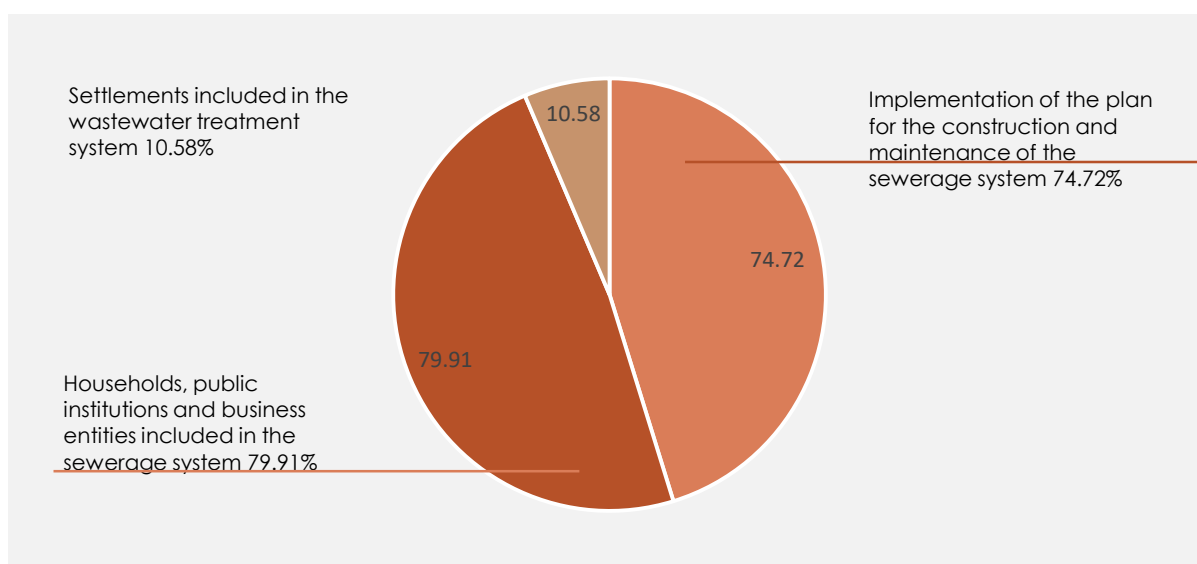


Figure 32 Performance indicators in the field of sewerage

⁴The total % was affected by the low level of wastewater treatment. This field is quite specific and full achievements can be considered only in cases where the management of wastewater is accompanied by its treatment through plants. In 2019, this field was declared invalid, because no correct data was provided, causing the data to be considered null. Even in those municipalities where it was reported about the commissioning of wastewater treatment systems or plants, the data was not fully reported regarding the number of settlements included in the plant systems.

According to the data, about 79.91% of households, public institutions and businesses have been declared included in the sewerage system, in contrast to 53.44% in 2021. On the other hand, the implementation of activities from the plan for construction and maintenance of the sewerage system is reported to be 74.72%, in contrast to 60.10% in 2021.

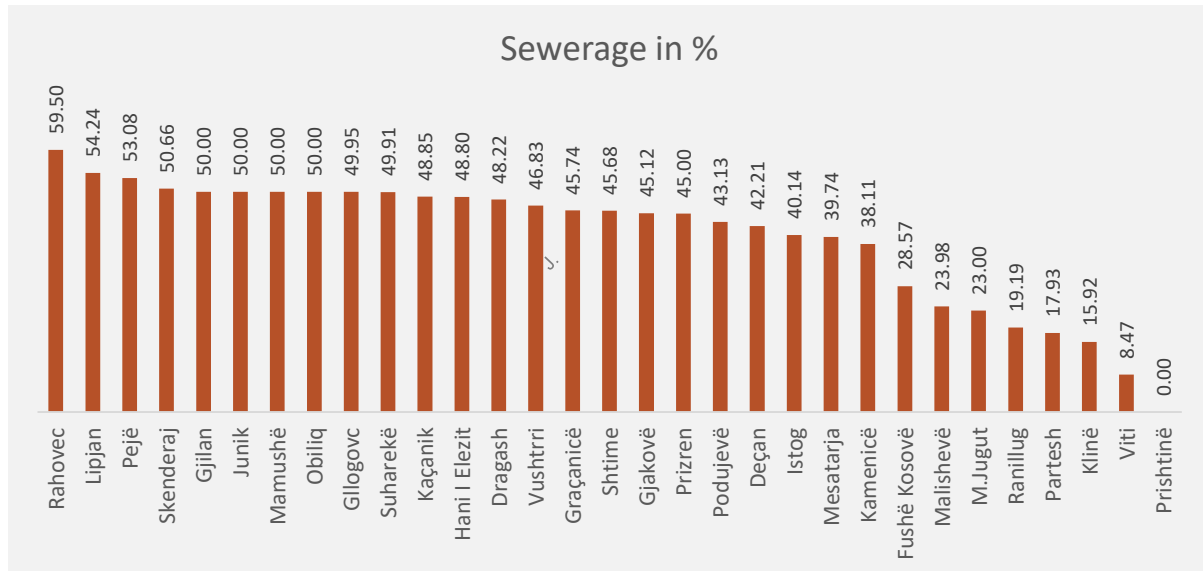


Figure 33 Comparative data between municipalities in the area of sewerage

Field 14 – Waste Management

This area measures the collection and disposal of waste in the municipality as well as the collection of revenues from the invoices issued for waste management. This field has an overall performance of 69.84%.

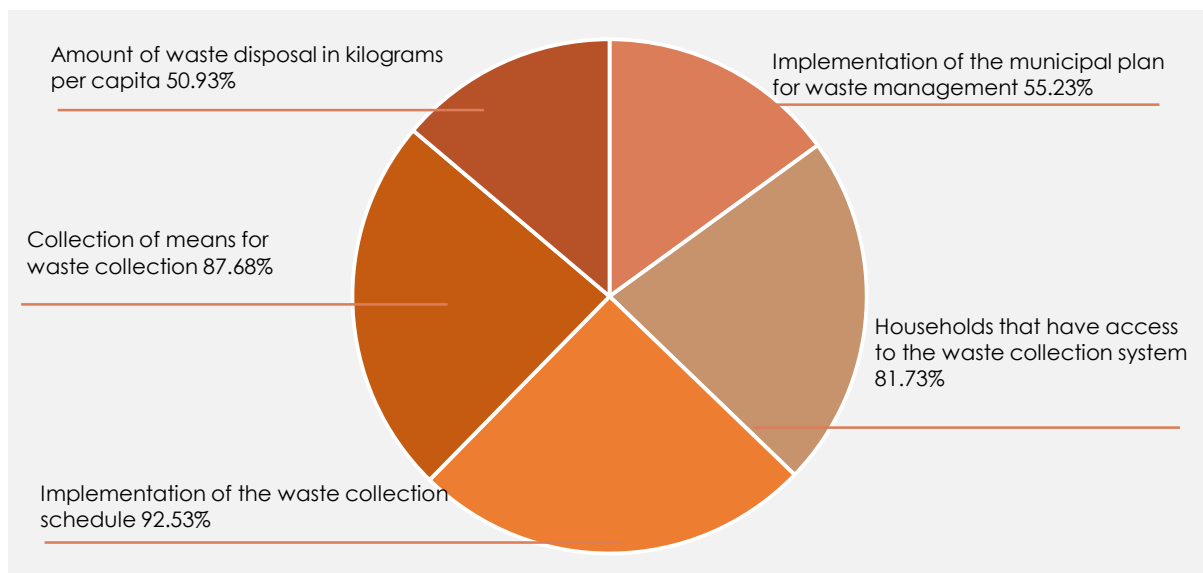


Figure 34 Performance indicators in the field of waste management

The reported data of 2022 from the municipalities show that households with access to waste collection are at the rate of 81.73%. The fee collection rate for waste collection turns out to be 87.68%. Whereas, the implementation of the schedule for waste collection is 92.53%; the amount of waste disposal in kilograms per capita is 50.93%, while the implementation of the municipal plan for waste management is 55.23%.



Figure 35 Comparative data between municipalities in the field of waste management

Field 15 – Environmental Protection

This field measures the actions of the relevant municipality for the protection and preservation of the natural and living (urban and rural) environment from damage, degradation or pollution as a result of human activity or natural influence. This field has an overall performance of 51.78%.

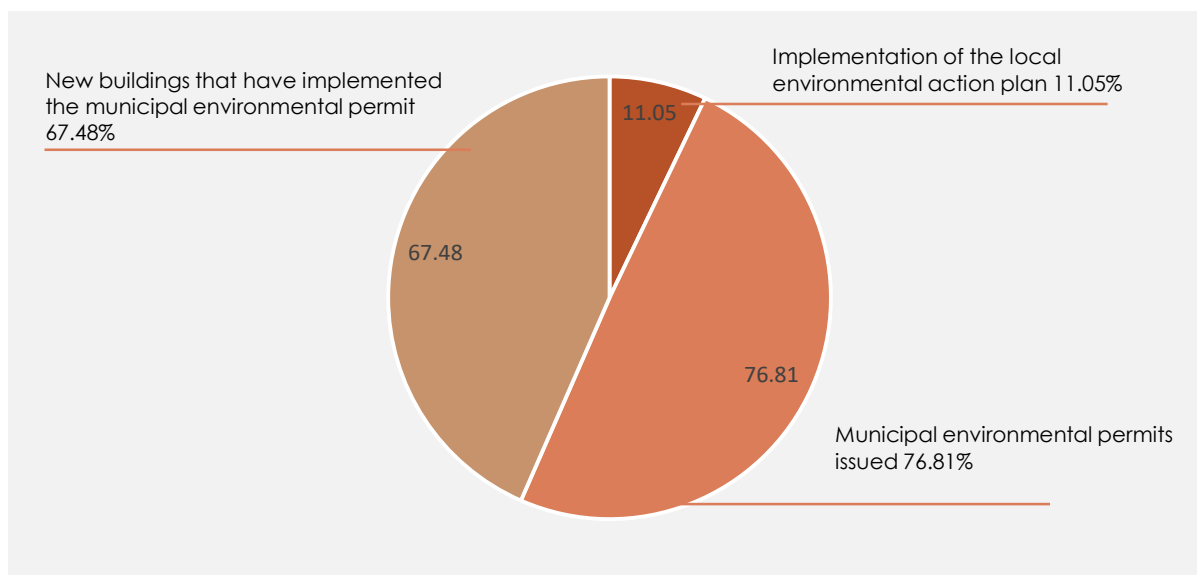


Figure 36 Comparative data in the field of environment

The implementation of the environmental action plan appears to have been achieved to the extent of 11.05%⁵. Environmental permits issued were at a rate of 76.81%, while new buildings that have implemented municipal environmental permits are at a fairly low rate of 67.48%.

⁵Most of the municipalities have not proven to have drawn up the Local Plan for the protection of the Environment

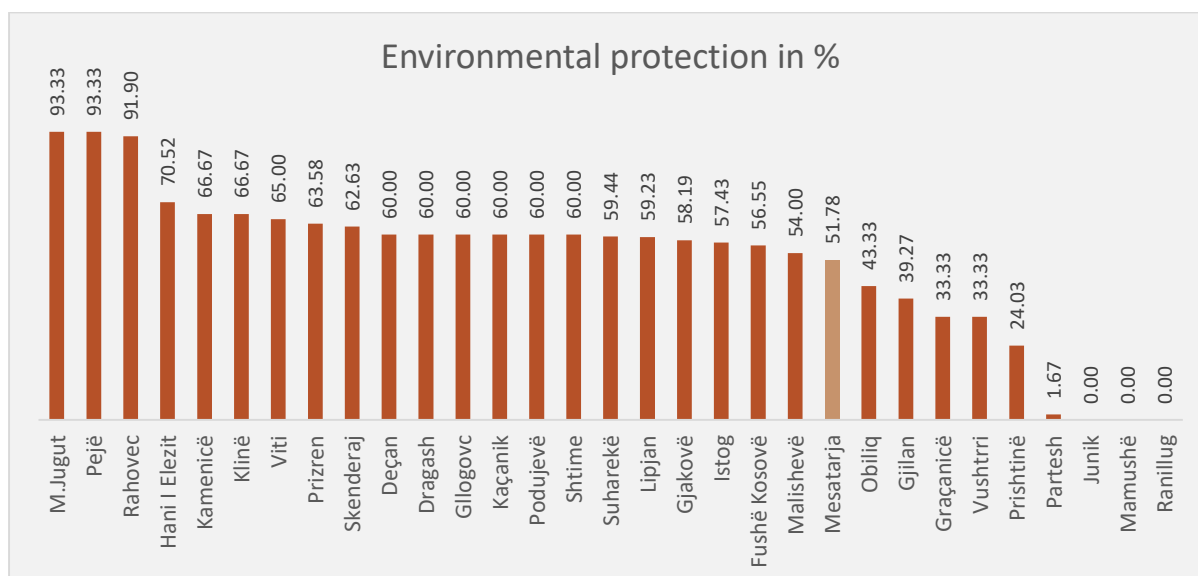


Figure 37 Comparative data in the field of environment

Field 16 – Gender Representation

Gender representation is measured more widely in this field, including the access of both genders in programs for social and economic development, as well as in municipal activities. Likewise, the indicators measure the degree of representation of both genders in local institutions, bodies of municipal assemblies, etc. Despite the progress of the municipalities over the years in ensuring equal representation in the bodies of the assemblies and in the municipal commissions, the data for certain indicators minimize the percentage in this field, making it quite low, 39.06%. Below, the figure of gender representation according to indicators is presented:

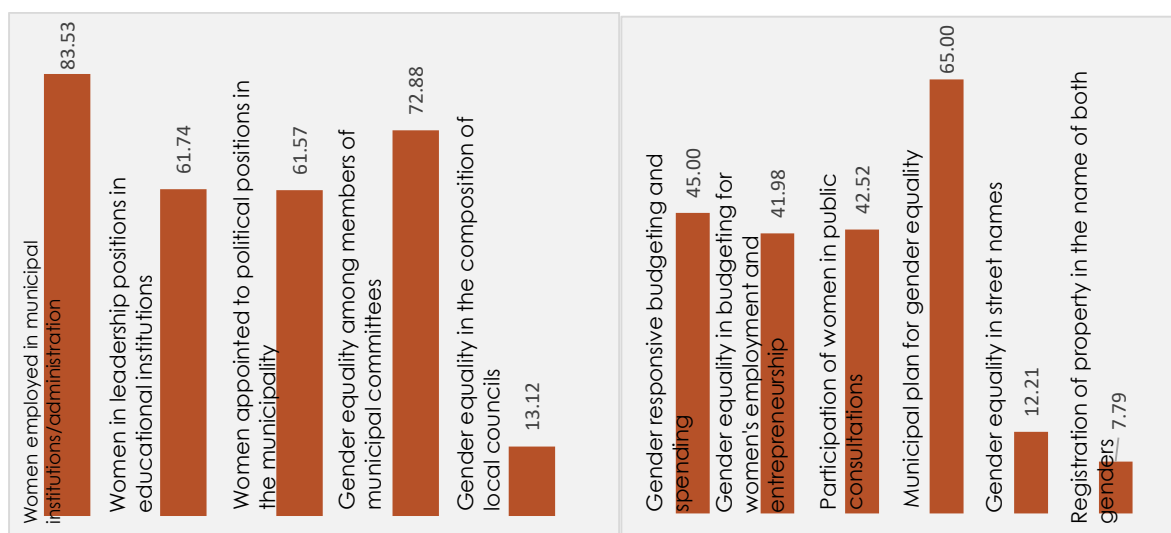


Figure 38 % of indicators in the field of equal gender representation

According to the data reported by 31 municipalities, the level of women employees in municipal institutions is 83.53% in relation to the 50x50 criterion. Likewise, Women appointed to political positions reached 61.57% of the legal criterion. According to data on the representation of women in leadership

positions in educational, health and cultural/sports institutions, the fulfilment of the legal criterion was 61.74%.

Gender representation in municipal street names is very low, expressed at 12.21%, as well as the registration of properties in the name of a woman or two genders (spouses or brothers and sisters), is quite low at 7.79%.

Gender responsible budgeting and spending is at the amount of 45.00%. Since this indicator has a low value of support from the municipalities, there is still a great need for training in this regard as well as for the will of the municipalities to understand the importance of this issue. Gender equality in programs for employment, subsidies and entrepreneurship is at the level of 41.98%.

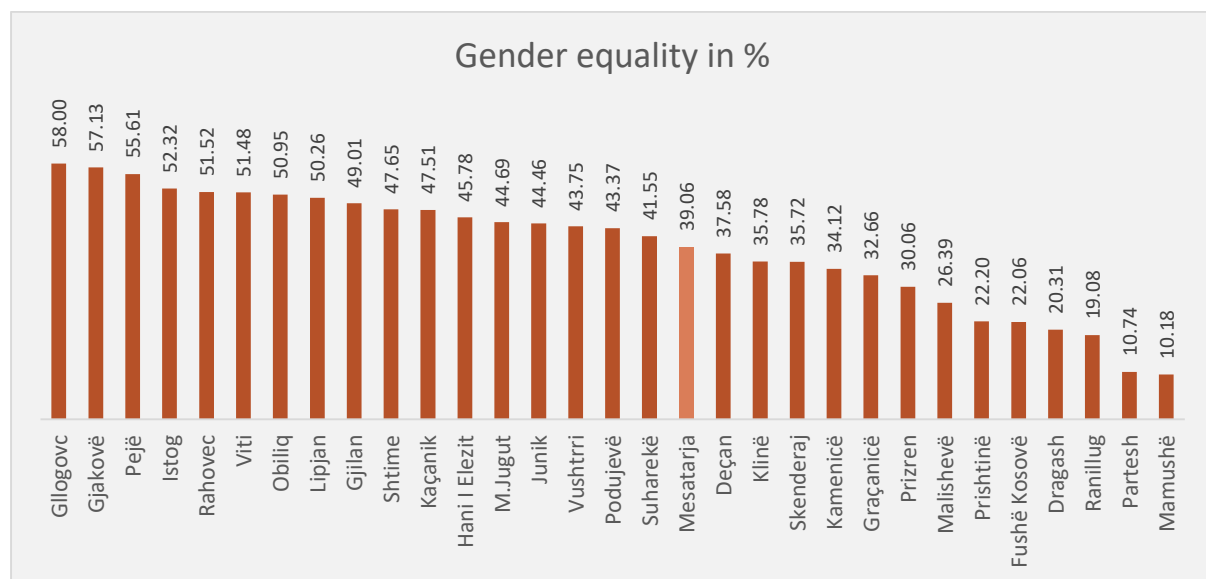


Figure 39 Comparisons by municipalities in the field of gender equality

Field 17 - Pre-University Education

This field aims at results in kindergarten and school spaces equipped with internet cabinets, energy efficiency measures, educational staff recruitment, teacher licensing, concretization tools, school equipment with learning tools, ICT cabinets, as well as safety conditions at schools. This field has the overall performance at the level of 58.39%. In general, regarding education indicators, the data reported by the municipalities were not complete, so the obtained percentages may present a relative value of accuracy.

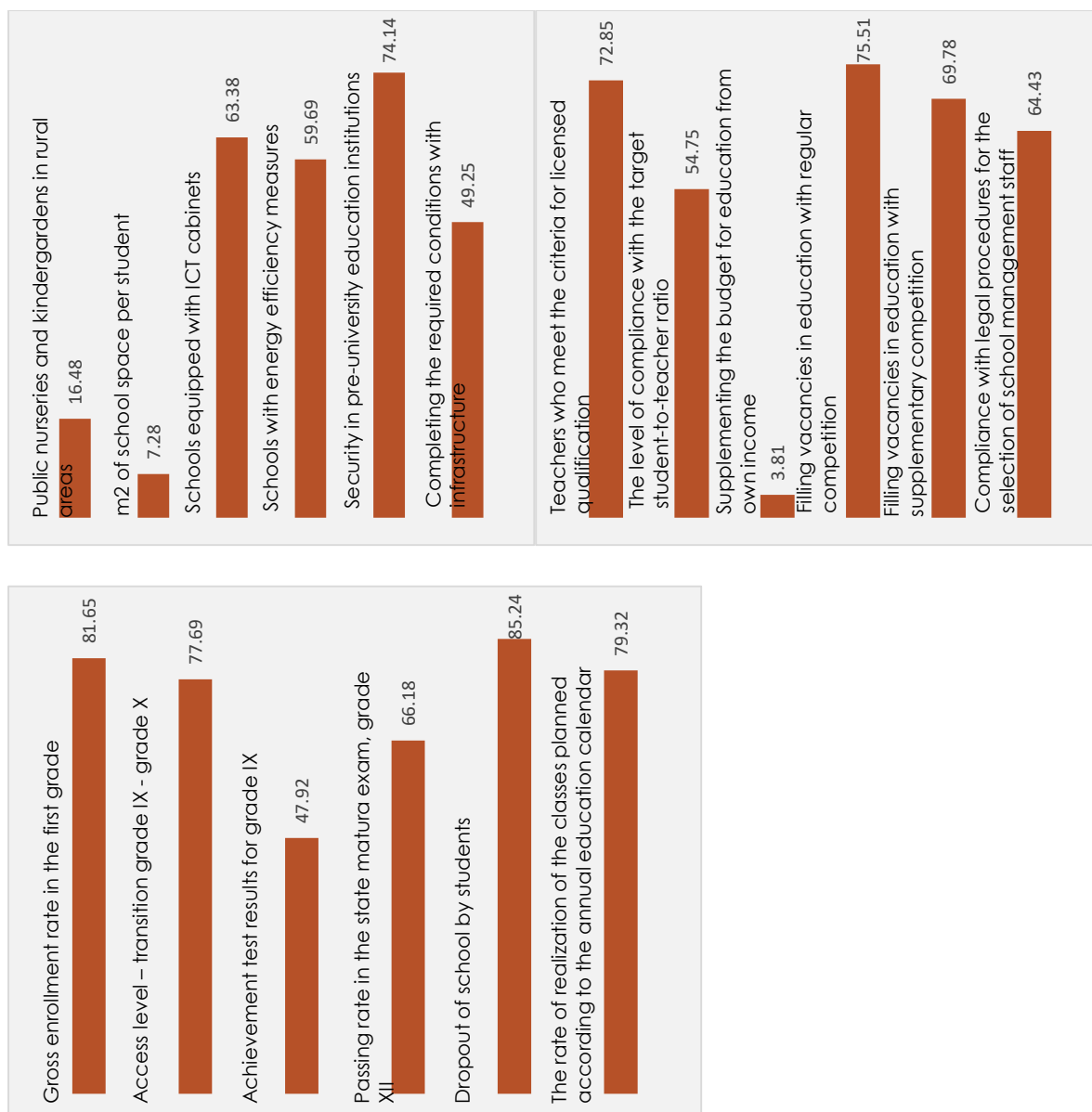


Figure 40: % of indicators in the field of pre-university education at the country level

The field of education has more indicators, but in the graph above we will present some of the indicators according to the percentage. The indicator, dropping out of school by students, where the inverse rate is presented, has marked the value at 85.24%, as well as the gross rate of enrolment in the first grade has been met at 81.65%. Whereas, the rate of realization of the classes planned according to the annual education calendar has been fulfilled at 79.32% as well as the rate of the transition approach. Passing rate in the state matura exam is at the amount of 66.18%, while the teachers who meet the criteria and have a licensed qualification, expressed as a percentage, are 72.85%.

As for the legal procedures for the selection of management staff in schools, i.e., 9 Principals and Vice Principals, the legal criterion has been met by 64.43%, as well as the filling of vacancies in education with regular competition has been met by 75.51%.

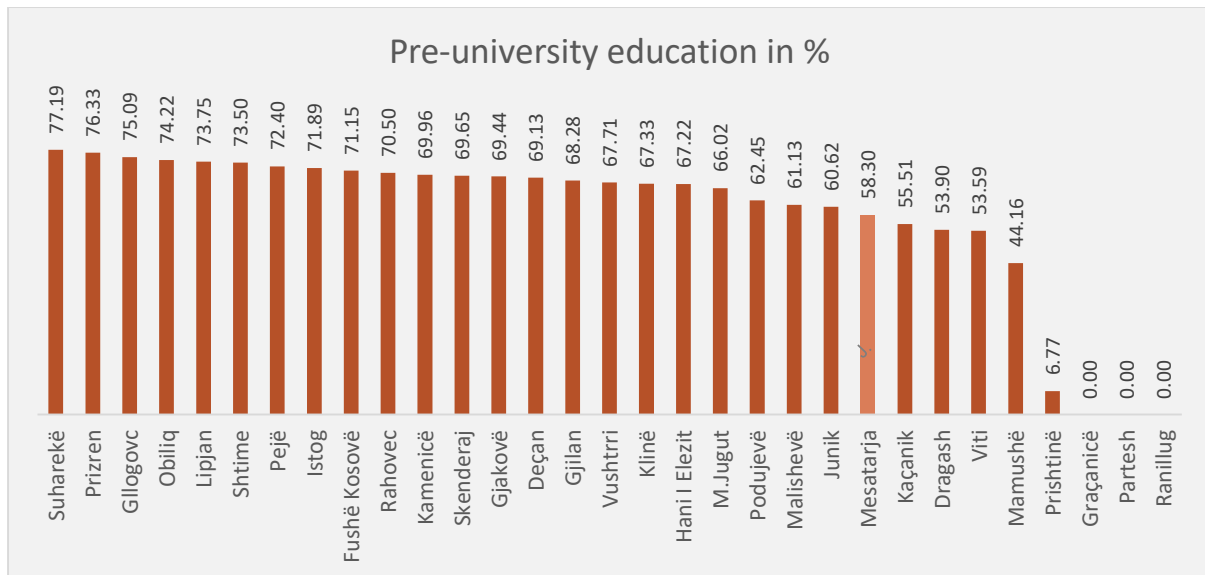


Figure 41 Comparisons by municipalities in the field of pre-university education

Field 18 – Primary Health Care

This field measures the infrastructure and spaces intended for primary health, sufficient resources and personnel, as well as the provision of services by the municipal level. According to the data reported by the municipalities, this field has a low level of performance in general, that is 50.81%. Below is the figure with % of performance according to the indicators in this field:

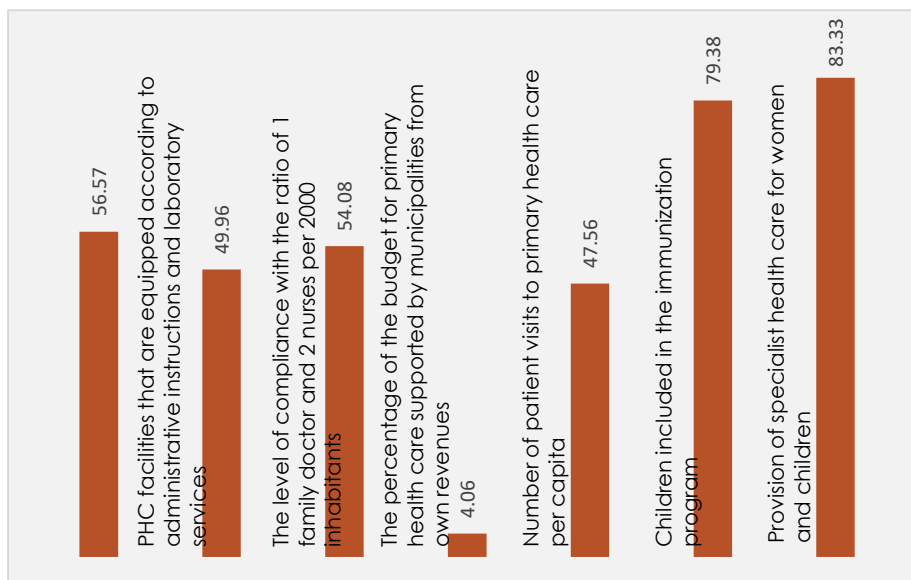


Figure 42: % of indicators in the field of primary health care

There are many indicators in this field, but we will present some of these indicators graphically, because they are quite specific and of more interest to the municipalities. The indicator, children included in the immunization program, has been met at 79.38%, which is a satisfactory percentage, but it should go on a growth trend in the coming years. As for the provision of specialist health care for women and children, 83.33% has been fulfilled. While the indicators related to raising the level of infrastructural conditions are as follows: PHC facilities that are equipped according to administrative instructions and laboratory services

have been met by 49.96%, while m² of PHC spaces per 1000 inhabitants is at the amount of 56.57%. On the other hand, the level of compliance with the ratio of one family doctor and two nurses per 2000 inhabitants, at the level of municipalities, has reached 56.57, compared to 2021 which was 41.96%, or 14.61 higher in 2022.

Below is presented the performance of the field, expressed in percentage, for each of the municipalities of Kosovo:

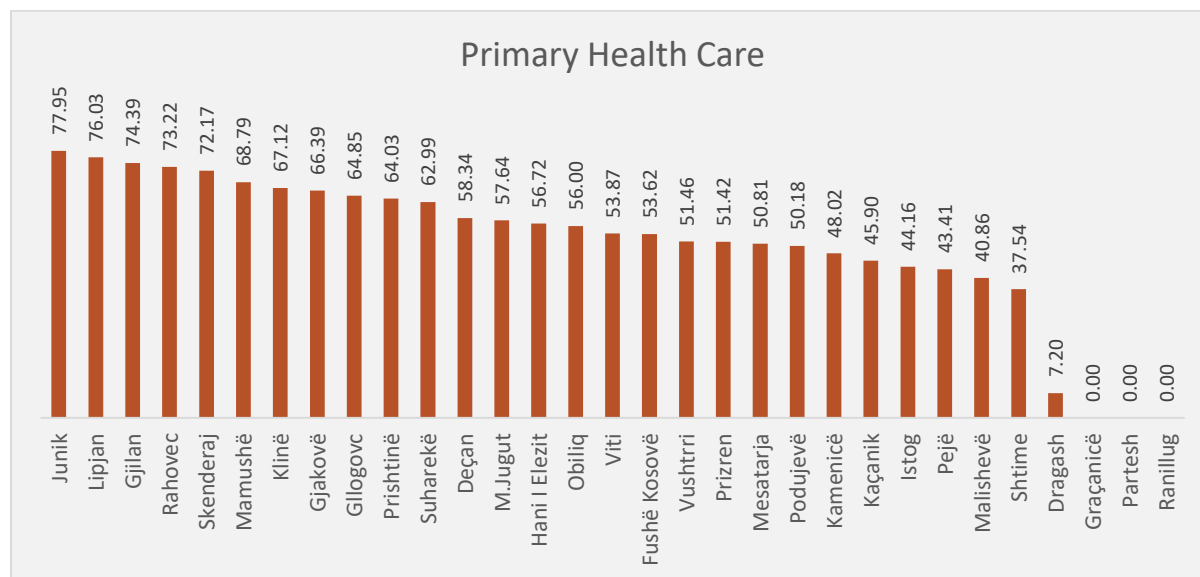


Figure 43 Comparisons by municipalities in the field of primary health care

Field 19 – Local Economic Development

This field measures planned and implemented activities for the development of economic activity at the local level by mobilizing municipal properties, and regular updating of the taxpayer register as well as a high rate of property tax collection. This field has the overall performance of 56.38% in 2022, which was 44.55% in 2021, that is 11.83% higher than in the previous year.

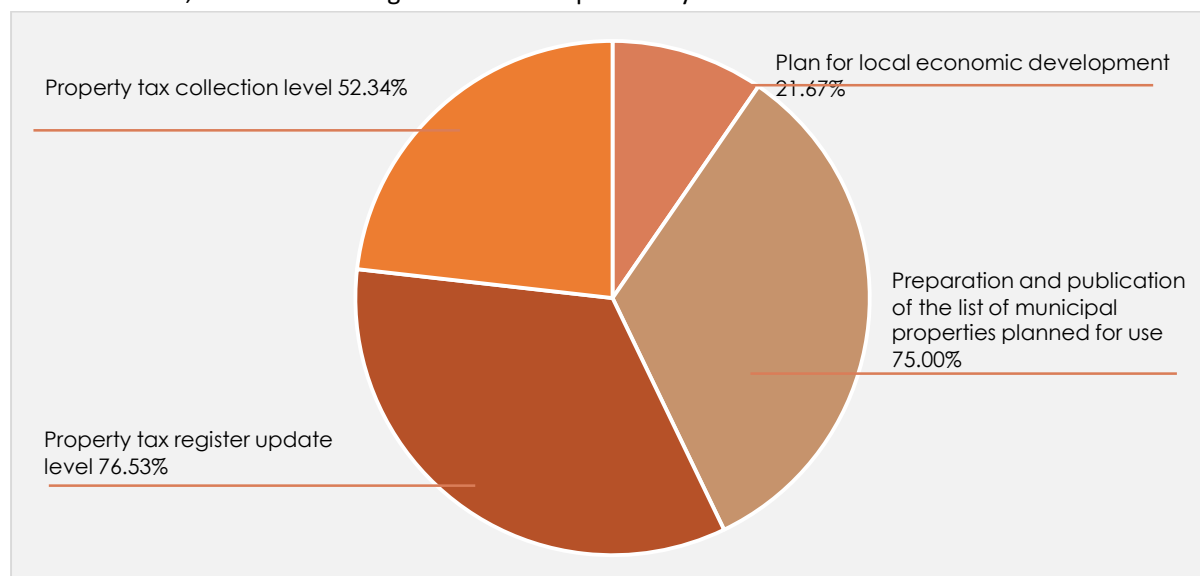


Figure 44 of indicators in the field of local economic development

The field of Local Economic Development is presented by 4 indicators in the graph above. The plan for local economic development has been fulfilled by municipalities at 21.67%. Meanwhile, the level of collection of the property tax without interest debts and penalties has been fulfilled at 52.34%. The preparation and publication of the list of municipal properties in use has been fulfilled at 75.00%. While the level of updating the property tax register has been fulfilled at 76.53% or 25.87% higher than in the previous year.



Figure 45 Comparisons by municipalities in the field of local economic development

Conclusions and recommendations

The evaluation of the municipal performance for the year 2022 brings out numerous findings for 19 fields of municipal competences. The conclusions of this report emphasize a large number of issues, which should be taken into account and addressed as a priority by local government bodies. In this part of the report, some of the conclusions and recommendations with the greatest weight in the advancement of municipal services are singled out.

The report concludes that:

1. The evaluation of the performance of the municipalities for the year 2022 was carried out for 30 municipalities⁶. Some of the data reported by municipalities with a Serbian majority, in the field of education and health, which did not correspond to the provision of services according to the positive legislation of the Republic of Kosovo, were declared null and a 0% performance value was applied. Performance measurement and evaluation is a legal obligation of all municipalities, which must respond to requests for information in accordance with the Law on Local Self-Government and the Regulation on the Municipal Performance Management System.
2. Municipalities must pay attention to all the data presented for reporting, so that the obtained values present the most objective evaluation of the performance for each indicator. Data documentation is a necessary condition. During the preparation of data and information, the municipalities must prepare the file for each field.
3. The quality assurance process has identified a number of incorrect data, which in many cases have been declared invalid, except when their documentation has been done. The quality of reporting must be increased in the future, so that the reporting is fair, accurate, objective and presents the most realistic state of the municipalities' performance.
4. The performance is categorized into two groups with indicators that reflect the actions of the municipalities in terms of good governance and service provision. Within the group of governance indicators, Administrative Services is ranked first, although the indicator for reflecting the results of public consultations should be treated seriously by local authorities. 33.12% of municipalities have started drafting these reports (Gjilani/Gnjilane, Gllgocci/Glogovac, Hani i Elezit/Elez Han, Juniku/Junik, Kaçaniku/Kaçanik, Kamenica/Kamenica, Klina/Klina, Lipjani/Lipljan, Malisheva/Mališevo, Mitrovica e Jugut/Južna Mitrovica, Obiliqi/Obilić, Peja/Peć, Podujeva/Podujevo, Prizreni/Prizren, Rahoveci/Orahovac, Skenderaj/Srbica, Suhareka/Suva Reka). Reports of public consultation processes should be compiled to encourage citizens' participation in policy-making and obtaining their opinion on public issues.
5. The presence of citizens in public consultations has continued to be low. Municipalities must use effective techniques and tools to encourage citizens' participation in decision-making processes.
6. Low performance has been shown in the field of gender representation. Municipalities must take actions to increase the number of women in decision-making, political positions and in local councils. Likewise, the planning and financial documents should be improved, taking the gender element as a basis.

⁶ Municipalities: Ferizaj/Uroševac, Novobërdë/Novo Brdo, Shtërpçë/Štrpce, Zubin Potok/Zubin Potok, Leposaviq/Leposavić, Zvečan/Zvečan, Mitrovicë e Veriut/Severna Mitrovica, Kllokot/Klokot.

7. A part of the municipalities has started the online application of administrative services, the performance in this segment should be improved, to raise the efficiency in services and at the lowest possible cost. These services must be applied in all municipalities and for a greater number of services, including online application for construction permits, environmental permits, property tax payments, or invoices for municipal services, etc.
8. Data on equality in employment and social services show that municipal directorates should make efforts to include all categories in need in employment policies. Also, the efficiency should be increased in the assessment of families in social housing, so that social housing facilities are used by families in need and there is a full review of the submitted requests;
9. Spatial planning requires more extensive treatment to regulate all the necessary surfaces with detailed regulatory plans or zoning maps. The data speak of a rather low level of these plans, which are very important for the regulation of the municipality;
10. The road infrastructure must be completed, both in terms of road paving, as well as supporting infrastructure including sidewalks and public lighting. Municipalities should increase the quality of data on the level of asphaltting of roads, sidewalks, their lighting, and especially data on bicycle paths. Also, better planning is needed in the maintenance of local roads during summer and winter, so that the coverage with this service is complete.
11. 7.38 % of data for bicycle paths in urban areas is a value that shows that municipalities should work on the advancement of road infrastructure through the creation of bicycle paths.
12. During the budget planning process, municipalities must compile and formulate the gender responsive budgeting part according to legal criteria. Local policies should assess the gender impact, so that financial resources are allocated proportionally to both genders. Greater promotion of gender policies in local councils is required. Municipalities must draw up plans for gender equality. Likewise, the criterion of gender equality should be strengthened within the framework of appointed political positions, as well as promoting the right to register property in both genders, which is quite low.
13. Municipalities should start investing in nurseries/kindergartens in rural areas where there is a need, due to the importance of these institutions in the early childhood development.
14. The municipal directorates of education should plan for schools to meet the conditions of follow-up infrastructure, efficient energy measures, as well as to be equipped with internet cabinets to a greater extent. The creation of school spaces, especially in urban areas, require special treatment to eliminate teaching in more shifts and the application of all-day learning. Even in the field of education, it is necessary to increase the quality of reporting and accuracy of data.
15. Formal planning for local economic development should be extended to municipalities. Municipalities must draft Local Economic Development Plans. Reporting on the realization of such plans should be a topic of discussion in the municipal assemblies, so that the activities in this field find easier implementation and are arranged according to the requirements of the majority.
16. Municipalities should be encouraged to respect the legal rules, in order to raise the quality of reporting and the quality of referencing in terms of adequate documents for specific issues.
17. All the municipalities of the Republic of Kosovo should be informed that, apart from being an instrument for obtaining funds, it is also a legal obligation to apply full reporting for all indicators.

Appendix: % of indicators by fields

Public Administrative Services	1.1.1	Administrative requests reviewed during the year	93.06
	1.1.2	Administrative requests reviewed within legal deadlines	96.66
	1.1.4	Administrative services provided electronically by the municipality	74.40
Municipal Transparency	2.1.1	Assembly meetings made public and broadcast live online	81.74
	2.1.2	Level of access to public documents by citizens	93.54
	2.1.3	Fulfilling the criteria of the official website of the municipality	83.33
	2.1.4	Publication of acts approved in the municipal assembly on the official website of the municipality	91.12
	2.1.5	Publication of acts of a general nature, approved by the mayor of the municipality, on the official website of the municipality	77.86
	2.2.1	Publication of documents for budget planning and expenditure	85.33
	2.2.2	Publication of public procurement documents and contracts	86.76
Municipal Responsiveness	3.1.1	Publication of notices for the holding of 2 public meetings.	71.67
	3.1.2	Participation of citizens in public consultations	32.47
	3.1.3	Municipal acts and local policy documents consulted with the public	58.94
	3.1.4	Public hearings for MTBF and municipal budget	90.13
	3.1.5	Publication of reports on public consultation processes	33.12
	3.1.6	Local councils that have held at least 6 meetings per year	40.62
	3.2.1	Timely approval of the annual municipal budget proposal	85.00
	3.2.2	Discussions on the three-month budget reports from the Municipal Assembly	73.33
	3.2.3	Discussion on the municipal performance report from the Municipal Assembly for the previous year	60.00
	3.2.4	Discussion of the external auditor's report and the action plan for addressing the recommendations in the Municipal Assembly	75.00
	3.2.5	Discussion of the internal auditor's report and the action plan in the Municipal Assembly	30.00
	3.2.6	Assembly meeting with the participation of the mayor of the municipality	71.15
	3.3.1	Level of implementation of the procurement plan	89.82
	3.3.2	Level of payments processed within the legal deadline of 30 days	59.31
	3.3.3	Level of addressing the recommendations of the National Auditor's Office	46.67
	3.4.1	Reporting the annual plan of the integrity plan before the Municipal Assembly	43.33

	3.5.1	Implementation of the scheme for the distribution of job evaluations for civil servants	72.17
	3.5.3	Contracts for special services are in compliance with the legal framework Suspension of municipal officials in relation to the indictments brought against them	93.33
Equality in Employment, Social and Family Services	4.1.1	Employees with special needs in municipal institutions	27.85
	4.1.2	Employees from non-majority communities	53.23
	4.2.1	Families in need who have been provided with housing and the conditions for leaving social housing have been created	69.13
	4.2.2	Children in need of housing provided with foster care	90.99
Culture, Youth and Sport	5.1.1	Space for sports activities per number of inhabitants	80.33
	5.2.1	Cultural, youth and sports activities organized with a municipal budget	87.01
Disaster management	6.1.1	Level of implementation of the municipal plan for disaster management	22.75
	6.1.2	Interventions for protection from disasters	81.28
Spatial Planning	7.1.1	Surface of the municipality's territory covered by regulatory (detailed) plans	26.42
	7.2.1	Applications reviewed for construction permits	87.91
	7.2.2	New buildings inspected	78.39
	7.2.3	New buildings with construction permits	86.67
Public Spaces	8.1.1	Area of public green spaces in m ² per capita	24.32
	8.1.2	Surface of public spaces that are regularly maintained	51.39
	8.1.3	Public spaces equipped with public lighting	67.80
Road Infrastructure	9.1.1	Local paved roads	76.99
	9.1.2	Local roads maintained during the summer season	57.45
	9.1.3	Local roads maintained during the winter season	62.21
	9.2.1	Length of local roads equipped with sidewalks	24.28
	9.2.2	Length of local roads equipped with public lighting	47.67
	9.2.3	Length of local roads equipped with vertical and horizontal markings	59.64
	9.2.4	Roads in the urban area with a bike path	7.38
	9.2.5	Local reasphalted roads	83.73
Public transport	10.1.1	Implementation of the municipal plan for local public transport	12.21
	10.1.2	Settlements included in local public transport	69.31
	10.1.3	Marked stops for public transport vehicles	60.72
Public parking lots	11.1.1	Number of parking lots for parking motor vehicles	31.70
	11.1.2	Parking spaces for motor vehicles in the territory of the municipality	13.05

	11.1.3	Parking spaces designated for taxis	69.28
	11.1.4	Number of parking lots with parking spaces reserved for people with disabilities	59.71
Drinking water	12.1.1	Implementation of the plan for the construction and maintenance of the water supply system	68.40
	12.1.2	Households, public institutions and business entities covered with the drinking water system	80.80
Sewerage	13.1.1	Implementation of the plan for the construction and maintenance of the sewerage system	74.72
	13.1.2	Households, public institutions and business entities included in the sewerage system	79.91
	13.2.1	Settlements included in the wastewater treatment system	10.58
Waste Management	14.1.1	Implementation of the municipal plan for waste management	55.23
	14.1.2	Households that have access to the waste collection system	81.73
	14.2.1	Implementation of the waste collection schedule	92.53
	14.2.2	Fee collection for waste collection	87.68
	14.3.1	Amount of waste disposal in kilograms per capita	50.93
Environmental Protection	15.1.1	Implementation of the local action plan in the environment	11.05
	15.1.2	Municipal environmental permits issued	76.81
	15.1.3	New buildings that have implemented the municipal environmental permit	67.48
Gender Representation	16.1.1	Women employed in municipal institutions/administration	83.53
	16.1.2	Women in leadership positions in educational, health and cultural/sports institutions	61.74
	16.1.3	Women appointed to political positions in the municipality	61.57
	16.1.4	Gender equality among members of municipal committees	72.88
	16.1.5	Gender equality in the composition of local councils	13.12
	16.2.1	Gender Responsive Budgeting and Expenditure	45.00
	16.2.2	Gender equality in budgeting for women's employment and entrepreneurship	41.98
	16.2.3	Women's participation in public consultations	42.52
	16.2.4	Municipal plan for gender equality	65.00
	16.3.1	Gender equality in street names	12.21
	16.3.2	Registration of ownership in the name of both genders	7.79
Pre-university education	17.1.1	Public nurseries and kindergartens in rural areas per 10,000 inhabitants	16.48
	17.1.2	m ² of school space per student - urban and rural	7.28
	17.1.3	Schools equipped with ICT (Information and Computer Technology) cabinets	63.38
	17.1.4	Schools with energy efficiency measures	59.69

	17.1.5	Security in pre-university education institutions	74.14
	17.1.6	Completion of the required conditions for infrastructure, equipment and tools in pre-university education institutions	49.25
	17.2.1	Teachers who meet the criteria of licensed qualification	72.85
	17.2.2	Level of compliance with the target student-teacher ratio - urban and rural	54.75
	17.2.3	Supplementing the budget for education from own income	3.81
	17.2.4	Filling vacancies in education with regular competition	75.51
	17.2.5	Filling vacancies in education with supplementary competition	69.78
	17.2.6	Compliance with legal procedures for the election of school management staff (principals and vice-principals)	64.43
	17.3.2	Gross rate of enrolment in first grade	81.65
	17.3.3	Level of access – ninth grade-tenth grade transition	77.69
	17.3.4	Achievement test results for 9 th graders	47.92
	17.3.5	Passing rate in the 12 th grade national matura exam (divided by gender)	66.18
	17.3.7	School dropout by students (inverse scale)	85.24
	17.3.8	Degree of implementation of the classes planned according to the annual education calendar	79.32
Primary Health Care	18.1.1	m ² of PHC spaces per 10,000 inhabitants	56.57
	18.1.2	PHC facilities that are equipped according to administrative instructions and laboratory services	49.96
	18.2.1	Level of compliance with the ratio 1 family doctor and 2 nurses per 2000 inhabitants	54.08
	18.2.2	Percentage of budget for primary health care supported by municipalities from own revenues	4.06
	18.3.1	Number of patient visits to primary health care per capita	47.56
	18.3.2	Children included in the immunization program	79.38
	18.3.3	Provision of specialized health care for women and children	83.33
Local Economic Development	19.1.1	Plan for local economic development	21.67
	19.1.2	Preparation and publication of the list of municipal properties planned for use	75.00
	19.1.3	Property tax register update level	76.53
	19.1.4	Property tax collection level (without debt, interest, penalties)	52.34

