

CAPITAL INVESTMENTS BY LINE MINISTRIES IN MUNICIPAL COMPETENCIES FOR THE PERIOD 2011 - 2017

## CAPITAL INVESTMENTS BY LINE MINISTRIES IN MUNICIPAL COMPETENCIES

## FOR THE PERIOD 2011 - 2017

This report was prepared by RECURA Financials for SDC project – DEMOS, which is implemented by HELVETAS Swiss Intercooperation

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### **Executive summary**

Municipalities in Kosovo receive annual general government grants for capital investments. In addition, municipalities also benefit capital projects invested by the line ministries. These investments fall under the fields of municipal competencies but are funded by the respective line ministries.

Based on the Kosovo Treasury data, for the period between 2011 and 2017, our estimation is that the line ministries have implemented around 930 various capital projects, falling under the local government competencies. The total value of these investments on average was €311 mil or €44.47 mil per year.<sup>1</sup> The largest investor was the Ministry of Infrastructure and Transportation (MIT) with €148 mil or 47% of the total value invested, followed by Ministry of Education Science and Technology (MESP) with 70 mil EUR or 22%, and Ministry of Culture, Youth and Sport (MCYS) with €28 mil or 9% of the total.

The largest municipal beneficiary of the investments made by line ministries was the municipality of Skenderaj/Srbica which received  $\in$ 43 mil or 13.9% of the total value invested in municipal competencies, followed by the municipality of Prishtinë/Priština with  $\in$ 21.7 mil or 6.9% and the municipality of Pejë/Peć with  $\in$ 20.8 mil or 6.7% of the total. In terms of investments per capita, the largest beneficiary was the municipality of Skenderaj/Srbica with  $\in$ 822 per capita, followed by the municipality of Shtime/Štmilje with  $\in$ 385.5 per capita and the municipality of Hani i Elezit/Elez Han with  $\in$ 363.3 per capita.

Currently, there are no formal laws or government instructions on implementation of capital projects by line ministries in the municipal competencies. Thus, it is not clear if the current legal framework allows or restricts line ministries to implement such capital projects from their own budget.

As part of our study, we have visited four line ministries which implemented capital projects in municipal competencies. The findings show that three of the ministries did not have internal regulation or guideline on the decision-making process and the selection criteria for funding capital projects for municipal beneficiaries. In practice, those ministries followed informal procedures whereby municipalities submitted written requests at the ministry for funding a certain project. The request and justification of the project were analyzed by the department in charge of the respective area and then by the minister's cabinet which assessed the options, priorities and made the final decision on the projects to be funded. Procurement activities were run by the line ministries. In the case of the ministry of infrastructure, procurement of the projects under €500,000 was conducted by the municipal beneficiary.

Furthermore, depending on nature and scope of the project, a contract manager was appointed either by the ministry or municipal beneficiary. Project implementation was supervised by the ministry's staff. Contractors' invoices were paid by the ministry which accepted final product delivery and then transferred it to the municipal beneficiary.

In the absence of formal procedures, investment decisions taken by the line ministries create risks for disproportionate and uneven investments throughout Kosovo municipalities.

<sup>1</sup> In calculating the total number of projects invested by the line ministries in the municipal competencies, we have followed a conservative approach. This means that we have excluded all those capital projects from ministries for which we did not have a high-level assurance that they belonged solely to municipal competencies.

### 1. SCOPE OF WORK, METHODOLOGY, AND APPROACH

The study focused on capital projects invested by line ministries in municipalities in the areas under the municipal competencies.

The objective of the study was to determine how line ministries decide on these investments and provide recommendations on improving the overall process. To achieve the objective, we analyzed and reviewed:

- i. Capital projects invested by line ministries in municipal competencies for the period 2011-2017; and
- ii. The decision-making procedures for awarding and disbursing funds for capital investment by the line ministers in municipal competencies.

To determine the total amount of capital investments we have analyzed:

- Kosovo laws on budget to identify the number of funds at the disposal of line ministries for capital investments in municipal competencies,
- Kosovo treasury data from Kosovo Financial Management Information System (KFMIS) to identify the total amounts that each line ministry invested in municipal competencies, in particular:
  - the value of capital projects invested for each year for the period 2011 2017
  - the value of capital projects invested by each line ministry, and
  - the value of capital projects invested in each municipality, in total and per capita,
- The data and report produced by the Ministry of Local Government Administration (MLGA) on "The Analysis of Capital investments on the Municipalities for 2011 - 2016".

To determine how ministries make decisions on capital investments, we have:

- Analyzed Kosovo's legal framework to determine if there are existing procedures that allow line ministries to invest in municipal competencies,
- Held interviews in the MLGA, MIT, Ministry of Health (MH) and Ministry of Environment and Spatial Planning (MESP) regarding their decision-making process on investments in municipal competencies, in particular:
  - Were there criteria? Who assessed the options? Who decided on them?
  - Who managed the contract? Who monitored the projects? Who made payments?

To ensure project coordination and align it with stakeholder's needs and expectations, we have:

• Met with the budget department within the Ministry of Finance (MF)

Conclusions

Annex

### 2. CAPITAL INVESTMENTS BY LINE MINISTRIES IN MUNICIPAL COMPETENCIES

Municipal finances for capital investments come from various sources, mainly government grants, own source revenues, donor grants and some other smaller value sources. In addition, Kosovo municipalities receive funds from different line ministries for capital projects falling under the municipal competencies.

Over the period 2011 - 2017, the total budgets of the line ministries for capital investments in the field of municipal competencies were in the amount of €408,757,722. For the same period, line ministries have spent €311,374,427 or 76% of the budgeted amounts - see the figure below.

This amount was used to fund more than 930 various capital projects in different fields of municipal competencies. Thus, line ministries spent around €44.47 mil each year on average.

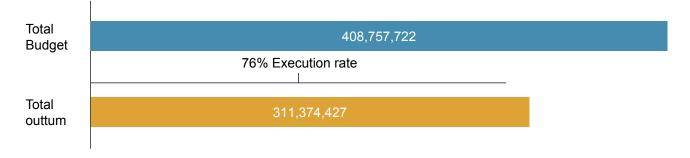


Figure 1. Total capital investments by line ministries in municipal competencies for 2011 - 2017

Over the period of 2011 - 2017, 12 line ministries spent €311 mil or 12.73% of their total capital budgets for investments falling under the municipal competencies.



Figure 2. Capital investments by 12 line ministries in municipal competencies for the period 2011 - 2017

	Scope of Work	Capital Investments	Conclusions	Recommendations	Annex
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Those investments were made in addition to capital investments funded through general grants for municipalities which for the seven-year period were  $\in$ 524,184,842. Along these funds, municipalities also used  $\in$ 5,528,271 of capital grants from European Union (EU) and  $\in$ 4,399,000 from the Swiss Development Cooperation (SDC), Decentralization and Municipal Support (DEMOS) project, as performance grant which was launched in 2015. Thus, for the period 2011 - 2017, out these four funding sources, municipalities made capital investments in the total amount of  $\in$ 845,486,540. During this period there were no capital investments in municipalities funded by loans.

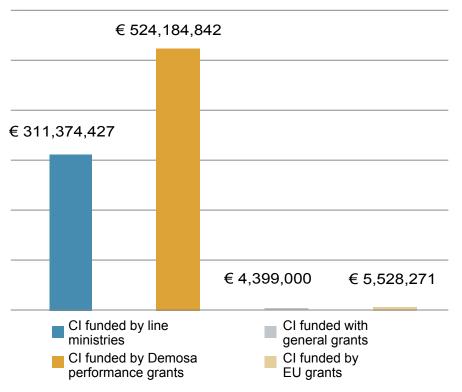


Figure 3. Main budgetary sources of capital investments in municipalities for the period 2011 - 2017

As shown in the table 1, for 2011 - 2017 investments by line ministries in municipal competencies made up 37% of the overall capital projects invested in the Kosovo municipalities using four budgetary sources. Annex 6 gives detailed analyses of the budgetary sources of investments broken down by municipalities.

Table 1: Capital investments (CI) in municipalities divided by funding sourcesfor 2011 - 2017													
CI by mini municipal tenci	compe-	CI in gener for munici	•	DE	ough SDC MOS ance grant	CI fund Europear Grar	n Union	Total CI in municipalities					
In €000, % o tota		In €000	% of total	In €000	% of total	ln €000	% of total	In €000					
311,374	36.8	524,184	62.0	4,399	0.52%	5,528	0.65%	845,486					

Annex

Table 2 below shows that for the seven-year period, CI by line ministries in municipal competencies were 2.8% of the total amount of the Kosovo budget. In 2016 and 2017 these investments as a percentage of the Kosovo budget were a bit lower compared to previous years mainly because they were outpaced by Kosovo budget increase.

Furthermore, CI in municipal competencies were on average as high as 62.7% compared to CI in general grant for municipalities. In 2017 these investments reached 78 percentage points, as the CI by line ministries have increased while CI in general grant have decreased over the years.

While SDC/DEMOS performance grant and EU Grant for CI make of 1.5% and 2% of the total CI in municipalities. Compared to investments in municipal competencies, these grants were 1.4% and 1.77%. DEMOS performance grant for municipalities started in 2015. While in 2012 and 2013 there were no EU grants for CI in municipalities. Annex VI of this report provides disaggregated details of the figures on table 2 for each municipality.

	Table 2: Ca	pital Investmen	ts (CI)	by line ministr	ies in r	nunicipal comp	petenci	ies (MC)	
		on	a comj	parative basis	(2011 -	2017)			
	CI by ministries	CI in MC as a the Kosovo bu		CI in MC as a CI in general for municipali	grant	CI in MC as a of DEMOS pe mance grant	CI in MC as a % of EU grant		
Year	in MC In €000	Kosovo Budget [Expenditures] in €000	In %	CI in General Grant In €000	In %	DEMOS Performance Grant in €000	In %	EU grants in €000	In %
2011	40,804	1,400,462	2.9	86,163	47	-	-	0	-
2012	35,636	1,466,457	2.4	78,223	46	-	-	0	-
2013	43,445	1,500,176	2.9	84,159	52	-	-	864	2
2014	51,039	1,498,399	3.4	90,214	57	-	-	155	0.3
2015	44,832	1,315,184	3.4	57,825	78	1,818	4	1,917	4.3
2016	43,201	1,750,675	2.5	60,579	71	988	2.3	2,117	5
2017	52,417	2,001,020	2.6	67,021	78	1,593	3	476	0.9
Total	311,374	10,932,373	2.8	524,184	62.7	4,399	1.41	5,528	1.77

Table 3 shows that for 2011 – 2017 capital investments by line ministries in municipal competencies were on average 75% of the total amount of municipal Own Source Revenues (OSR). Table 3 shows that for 2011 - 2017 capital investments by line ministries in municipal competencies were on average 75% of the total amount of municipal OSRs. In 2017 these investments reached 82% of the OSRs as in that year CI increased while OSRs collected have decreased. Compared to property tax collected (including, debts, interest and fines), such capital investments were 2.3 times higher on average.

Scope	of Work Capital Investments	Conclusions		Recommendations Ar	nnex				
	: Capital Investments (CI)				pared to				
overall	Municipal Own Source Re	evenues (OSR) and	d Prope	rty Tax (2011 - 2017)					
		CI in municipal	compe-	CI in municipal competen	cies as a				
Veer	CI by ministries in	tencies as % of m	% of Municipal Property Tax						
Year	municipal competencies		OSR						
		Municipal OSR	%	Municipal Property Tax	%				
2011	40,803,717	49,762,068.1	82%	14,363,922	284.1%				
2012	35,636,371	59,538,267.0	60%	14,584,118	244.4%				
2013	43,445,179	55,797,766.2	78%	16,119,339	269.5%				
2014	51,039,005	60,698,092.7	84%	20,411,152	250.1%				
2015	44,832,206	57,886,316.3	77%	19,795,834	226.5%				
2016	43,200,604	69,849,846.2	62%	25,123,331	172.0%				
2017	52,417,346	64,276,378.9	82%	22,406,983	233.9%				
Total	311,374,427	417,808,735	75%	132,804,680	234.5%				

### 2.1. The largest investors in municipal competencies

For the seven-year period between 2011 and 2017, 12 line ministries have invested in capital projects in municipal competencies. Amongst them, the largest investors were MI with  $\in$ 148 mil or 47% of the total value invested followed by the MEST with  $\in$ 70 mil or 22% and the MCYS with  $\in$ 28 mil or 9% of the total.

Table 4: The largest investors in municipal competencies for 2011-2017									
Mi	nistry	Budget (000	)	Expenditure (000)					
In	€	In %	In €	In %					
1	Ministry of Infrastructure	196,462	48.6	148,434	47.6				
2	Ministry of Education, Science and Technology	81,863	20	70,090	22.5				
3	Ministry of Culture, Youth and Sport	44,007	10.7	28,198	9				
4	Ministry of Local Government Administration	28,806	7	19,922	6.4				
5	Ministry of Environment and Spatial Planning	28,179	6.9	17,586	5.6				

MI's investments in municipal competencies made up around 9% of its total budget for CI. Next to it, MLGA has used 70% of its capital budget for investments in municipal competencies, MCYS 48%, MEST 43% and so on.

	Table 5: Investments in mun for the	icipal competer e period 2011 -		udget per Cl
	nistry € (000)	The total budget for Cl	Total CI in municipal competencies	CI in municipal competencies as % of the municipal budget for CI
		In € (000	In %	
1	Infrastructure	1,621,782	148,433	9.15
2	Education, Science and Technology	161,889	70,089	43.29
3	Culture, Youth and Sport	57,916	28,198	48.69
4	Local Government Administration	28,242	19,921	70.54
5	Environment and Spatial Planning	225,842	17,585	7.79

Capital Investments

# 2.2. The largest beneficiaries of capital investments in municipal competencies

For 2011 – 2017, line ministries invested in capital projects in all (38) municipalities in Kosovo, though some individual municipalities benefited more. The municipalities which benefited the most, in euro value, were the municipality of Skenderaj/Srbica which received €43 mil or 13.9% of the total investments made in municipal competencies. It is followed by the municipality of Prishtinë/Priština with €21.7 mil or 6.9% and the municipality of Pejë/Peć with €20.8 mil or 6.7% of the total.

Та	ble 6: The largest beneficiaries of investr	nents in munici	ipal comp	etencies for 2	2011 - 2017		
Μι	inicipality	Bud	get (000)	Expenditure (000)			
ln <sup>.</sup>	€	In %	In €	In %			
1	Municipality of Skenderaj/Srbica	65,497	16	43,352	13.9		
2	Municipality of Prishtinë/Priština	32,543	7.9	21,727	6.9		
3	Municipality of Pejë/Peć	22,971	5.6	20,864	6.7		
4	Municipality of Gjilan/Gjnilane	19,215	4.7	15,941	5.1		
5	Municipality of Ferizaj/Ureševac	17,900	4.3	15,279	4.9		
6	Municipality of Podujeva/Podujevo	16,393	4	15,274	4.9		
7	Municipality of Prizren/Prizren	20,660	5	14,002	4.5		

In terms of investments per capita, the municipality of Skenderaj/Srbica was the largest beneficiary with €822.5 per capita which is considerably higher than second-ranked Municipality of Shtime/Štimlje, which received €385.3 per capita, and the third-ranked municipality of Hani Elezit/Elez Han with €363.8 per capita.

	Table 7: The largest beneficia for 2	ries of investmen 011 - 2017 (per ca		al competencies
Mu	unicipality	Expenditure (€000)	Population	Expenditure per capita
1	Municipality of Skenderaj/Srbica	43,353	52,711	822.5
2	Municipality of Shtime/ Štimlje	10,735	27,864	385.3
3	Municipality of Hani i Elezit/ Elez Han	3,641	10,009	363.8
4	Municipality of Junik/Junik	2,213	6,482	341.4
5	Municipality of Istog/Istok	11,467	40,271	284.7
6	Municipality of Kaçanik/Kačanik	9,330	34,312	271.9
7	Municipality of Kllokot/Klokot	668	2,741	243.6

For 2011 - 2017, 13 municipalities (analyzed as a sample) have received additional CI in the significant values in proportion to their budget for CI, varying between 7.6% in the municipality of Prishtinë/ Priština to 183% in the municipality of Skenderaj/Srbica. On average, these municipalities received 26.47% of their budgets for CI.

<sup>2</sup> Population numbers per Kosovo Agency for Statistics 2017 Estimation. Per capita grants for northern municipalities excluded from calculation due to special financing conditions through northern customs point revenue model.

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				ipai compe	tencies as % of th	ne municipai
Mur	nicipality	Total municipal	Municipal budget	CI from line	of the municipal	Additional CI as % of the municipal budget for CI
1 Skenderaj/Srbica		In € (000)	In € (000)	In %	In %	
1	Skenderaj/Srbica	79,792	23,674	43,352	54.3	183.1
2	Prishtinë/Priština	553,864	287,171	21,727	3.9	7.6
3	Pejë/Peč	148,720	42,252	20,864	14.0	49.4
4	Gjilan/Gnjilane	151,675	31,635	15,941	10.5	50.4
5	Ferizaj/Uroševac	172,348	62,178	15,279	8.9	24.6
6	Podujevë/Podujevo	126,764	41,725	15,274	12.0	36.6
7	Prizren/Prizren	240,267	137,597	14,002	5.8	10.2
8	Shtime/Stimlje	38,750	9,892	10,735	27.7	108.5
9		14,714	4,055	3,641	24.7	89.8
10	Junik/Junik	10,279	2,414	2,213	21.5	91.7
11	Istog/Istok	61,085	16,930	11,467	18.8	67.7
12	Kaçanik/Kačanik	45,814	10,558	2,892	6.3	27.4
13	Kllokot/Klokot	8,066	2,552	667	8.3	26.2

As it can be seen in the tables above and in the detailed analysis attached as the annex, over the period of 2011 - 2017 some municipalities have received more investments than others, even when adjusting based on the size, population, level of economic development and other characteristics of the municipality.

### 2.3. Line Ministry decision making processes on capital investments in municipal competencies

In principle, the law on Public Financial Management and Accountability (LPFMA), Law on Local Self-governance (LLSG) and the Law on Local Self-Government Finance (LLSGF), as well as sector-specific legislature delineate competencies and responsibilities between the ministries and municipalities albeit not always in a clear way.<sup>3</sup>

Each year a considerable number of line ministries invest in capital projects in municipalities in the field of municipal competencies. Despite this, there are no formal laws or government instructions on capital investments in the municipal competencies. Thus, from the legal perspective, it is not quite clear if investments in municipal competencies are fully compliant.

However, year after year line ministries implemented projects in the field of municipal competencies and their value of such investments, is significant. The sample of 13 municipalities analyzed additional investments received from line ministries in the value of around €178 mil. This constituted 10.78% of their total budgets or on average 26.47% of their budgets for capital investments over the same period.

<sup>3</sup> Specific legislation in education, health, environment, culture, public infrastructure, etc.

Capital investments for municipal competencies are planned by line ministries as part of their annual budget preparation process. Thus, capital investments for a given fiscal year are planned in the previous fiscal year in line with the requirements of the law on PFMA.

The planning process starts at the beginning of the year with the Economic Reform Program (ERP) by the central level, which feeds into the preparation of the Medium-Term Expenditure Framework (MTEF).<sup>4</sup> These documents, including sector-specific legislation, annual budget laws and the Law on PFMA were used by line ministries as the main criteria and reference for deciding on investments in municipal competencies. Besides these generic documents, there are no formal regulations or procedures that establish criteria and processes for the selection of capital projects that fall under the municipal financial responsibility.

Out of 12 ministries that had conducted investments in municipal competencies, we were able to confirm that only MLGA had specific criteria for the decision-making process for such CI.

Three other ministries where we conducted interviews, lacked formal processes and criteria regarding these investments.<sup>5</sup> However, in practice, these ministries followed informal procedures related to receiving municipal requests for financial support, project evaluation, prioritization and selection procedures as well as project procurement and monitoring mechanisms. The table below shows the major steps of the decision-making process in a sequential order.

	Table 8: Decision-making process in line ministriesfor investments in municipal competencies
1.	A municipality submits a request for support either at the department responsible for a project within the ministry or the Cabinet of the Minister. If the request is submitted at the Cabinet of the Minister, the Minister forwards the request to the relevant department.
2.	The respective department evaluates whether the project is necessary, reasonable and achievable.
3.	Requests that are deemed to be appropriate are forwarded to the Cabinet of the Minister.
4.	The Cabinet of the Minister compiles the project list which is screened as part of the regular budget preparation process.
5.	The Cabinet of the Minister, Budget and Finance Director and other departmental directors decide on the projects to be sponsored for the following year according to the Ministry and overall Government of Kosovo strategy. A further consideration is given to the total available investment budget.
6.	If a project requested by municipalities is approved, an agreement, "memorandum of under- standing" is signed between the municipality and the ministry regarding the implementation of the project.
7.	Procurement procedures and contract management procedures are mainly conducted by the municipality. <sup>6</sup>
8.	The Ministry assigns an overseer for the project who monitors the beneficiary municipality's progress in implementing a project.
9.	The works/goods acceptance process is done jointly by the municipality and the ministry.
10	The final product is registered in the Ministry's accounts as an asset and subsequently trans- ferred to the municipality.

<sup>4</sup> ERP and MTEF stipulate the main economic and investment strategies for the country of Kosovo and all central level organizations use the criteria in these documents to guide their decision making, concerning specific projects.

<sup>5</sup> The Ministry of Infrastructure (MI), the Ministry of Health (MH) and the Ministry of Environment and Spatial Planning (MESP).

<sup>6</sup> The official interviewed by Recura also clarified that in a few cases the MESP conducted the procurement and contract management procedures themselves due to the large size of the contract and the lack of capacities by the beneficiary municipalities to execute a large contract. This also applied to the Ministry of Infrastructure.

In addition to the above, MH conducted a more detailed analysis of the municipal needs for the requested projects and its evaluation team conducted field visits to assess municipal needs. While in the MIT for projects under €500,000 procurement procedures were run by municipalities.

This overall lack of formal regulation for cross-competency investment, as a result, leaves a legal gap in ensuring an even and equal approach to directing central level financial support for all municipalities in Kosovo.

The MH also follows similar procedures except for going through an additional, although informal, step of running a needs analysis on projects requested by municipalities.

### 3. CONCLUSIONS

From 2011 to 2017, a minimum of €311 million has been spent by line ministries for CI in the areas that fall within the responsibility of municipalities.<sup>7</sup> The four Ministries interviewed explained that they invested in municipal competencies because municipalities lack the means to self-finance the projects.

While some form of an informal selection process for each project seems to have been followed within at least two ministries, there are no formal and official criteria and processes for the selection of these projects. Additionally, considering that the final decision on the investment falls under the responsibility of the Cabinet of the Minister, the lack of a formal framework opens the process to considerable bias risk.

The analysis of the recipients indicates that there has been a considerable skew in the projects financed from the central level that fall under municipal financial competencies. CI per capita of beneficiary municipalities also indicate a large discrepancy between the largest beneficiary ( $\in$ 822.5 per capita) and the second largest ( $\in$ 385.3 per capita).

These discrepancies might well be due to economic equalizing policies aimed at assisting under-developed regions of Kosovo. However, in conjunction with the lack of a national strategy and explicit criteria and processes for the selection of projects, this argument is hard to substantiate.

The lack of written procedures and a set of criteria for the selection of capital projects within the municipal competencies leaves substantial room for biased decision making and distribution of funding. Along with that, quantitative analysis of budgeting and expenditure data shows that some municipalities were overfunded compared to others.

To ensure a more equitable and effective distribution of capital spending across Kosovo municipalities, it is imperative that Kosovo develops a list of criteria and formal project review process for municipal project support.

<sup>7</sup> These amounts include the amounts related only to projects that are readily identifiable as falling within the competency of municipalities. However, a more systematic analysis of the data of the Project Implementation Program of the Ministry of Finance will likely result in a higher amount on both expenditure and budgeting.

### 4. RECOMMENDATIONS

#### What has been done so far

The findings of this report had been previously discussed with the Director of Budget Department in the MF, as well as with financial officers from the MEST and MESP. As a result, some of the recommended measures in this report have already been addressed and/or are in the process of addressing.

The MF has included a provision in the 2019 annual budget law, stipulating that every Budget Organization (BO) of the central level funded projects at the local level under regular municipal funding shall apply clear, fair and transparent criteria. The MEST has already drafted an internal administrative instruction regulating the building of schools in Kosovo municipalities.

#### **Next steps**

- 1. MLGA jointly with other line ministries that spent money on municipal competences should consider conducting a thorough detailed analysis of the overall municipal needs for capital investments. It should collect and analyze information on Capital Investment Strategies from each municipality and make a list of the most needed projects including those legally required. Then focus should be to determine if the current level of Government Grants (GG) provides sufficient budget for their funding. Furthermore, the results of this analysis can be used as a basis to determine the size of the budget needed for municipal support, including the Performance Based Budget Scheme led by MLGA. It could also be used as an input for designing a consistent government policy regarding the investments in municipal competencies.
- 2. Going forward, following the inclusion of the requirement in the budget law for developing criteria's on investments in the municipal competencies, budget department of the MF should further support line ministries on developing such regulations and/or administrative instruction. It may do so by issuing a guiding document with general principles, minimum requirements and the process for developing regulations and/or administrative instruction. In addition, MF should closely monitor implementation of such requirement.
- 3. Existing examples from the MLGA and MEST can be used as a model by other ministries. However, general principles and requirements should be adjusted to the specific needs and requirements of each ministry. At the minimum it should include:
  - a. Priority areas, conditions and eligibility requirements for funding capital projects in municipal competencies;
  - b. An open public process for submitting municipal requests for capital investments thereby offering transparent and equal access to funding opportunities for all municipalities;
  - c. Eligibility requirements as well as specific and measurable criteria for evaluation and selection of municipal projects for financial support;
  - d. A rule-based, fair and transparent project evaluation procedure ensuring merit-based selection and funding of projects;
  - e. Clear process and responsibilities for running the procurement, management, and monitoring of the investments in municipal competencies.

4. In a longer term, when the LPFMA is open for review and amendment, a special provision should be added covering investments in municipal competencies. This provision should require all ministries to develop Administrative Instructions outlining the processes for requesting, selecting and executing CI projects that fall within the municipal financial responsibility. The legal provision should also include general requirements and criteria for CI by line ministries in municipal competencies as minimum requirement.

Recommendation

Sco	pe of	f Wc	ork			Cap	oital Inv	restme	nts			Со	nclusio	ons			Reco	mmen	dations	;		A	nne	x	
		%	13.92%	6.98%	6.70%	5.12%	4.91%	4.91%	4.50%	3.87%	3.69%	3.68%	3.45%	3.13%	3.00%	2.74%	2.56%	2.36%	2.26%	2.08%	2.03%	1.98%	1.83%	1.79%	1.78%
	TOTAL	Amount	43,352,986	21,727,337	20,864,695	15,941,848	15,279,112	15,274,106	14,002,628	12,038,102	11,501,069	11,467,000	10,735,335	9,749,567	9,329,543	8,535,474	7,979,519	7,347,327	7,027,707	6,484,687	6,334,594	6,149,789	5,691,674	5,581,418	5,552,927
		%	10.09%	11.85%	9.24%	5.85%	4.00%	1.71%	3.82%	2.01%	5.47%	2.20%	1.84%	2.17%	4.44%	2.66%	2.40%	3.94%	2.34%	3.69%	0.31%	2.91%	2.57%	1.59%	2.91%
	2017	Amount	5,289,865	6,211,517	4,844,292	3,068,447	2,096,451	897,674	2,000,143	1,054,570	2,866,396	1,151,652	964,722	1,139,446	2,327,580	1,393,548	1,256,220	2,063,509	1,224,769	1,934,959	163,621	1,524,804	1,345,994	835,812	1,523,054
		%	16.27%	14.61%	5.50%	7.35%	7.99%	3.80%	3.79%	2.13%	4.92%	3.61%	0.92%	0.77%	2.55%	1.43%	1.13%	1.76%	3.07%	0.86%	2.11%	0.11%	2.09%	2.16%	1.26%
	2016	Amount	7,029,372	6,311,631	2,374,455	3,175,133	3,451,846	1,641,736	1,639,213	919,574	2,127,088	1,561,467	395,391	332,971	1,101,683	615,877	490,065	761,935	1,326,995	373,270	911,485	49,643	904,570	932,050	543,754
2017		%	20.08%	0.46%	5.32%	3.80%	5.39%	3.61%	6.12%	2.07%	2.60%	2.78%	3.40%	3.42%	2.62%	2.22%	2.10%	0.55%	1.91%	1.71%	11.73%	1.13%	0.80%	2.35%	0.02%
cipality 2011 -	2015	Amount	9,001,160	205,110	2,386,501	1,702,142	2,415,839	1,618,118	2,741,754	928,467	1,167,818	1,248,525	1,522,571	1,531,637	1,175,666	993,885	939,876	247,034	856,607	766,105	5,259,488	506,279	358,513	1,052,739	9,791
s by Munic		%	10.28%	4.25%	12.02%	3.21%	7.97%	4.74%	2.39%	2.31%	3.86%	5.12%	7.05%	5.65%	4.34%	3.30%	2.14%	3.01%	1.10%	2.45%	%00.0	1.28%	1.46%	1.58%	0.62%
ality nents from Ministries by Municipality 2011 - 2017	2014	Amount	5,249,182	2,168,920	6,134,527	1,638,763	4,068,919	2,421,300	1,218,158	1,176,856	1,969,177	2,612,058	3,598,110	2,886,219	2,215,162	1,683,048	1,091,536	1,535,290	559,278	1,251,720		651,395	747,481	808,317	314,407
ipality estments f		%	12.70%	6.60%	6.38%	5.55%	2.89%	7.50%	2.99%	5.82%	3.18%	4.57%	3.42%	3.45%	2.87%	3.20%	4.92%	2.93%	1.22%	1.63%	0.00%	2.84%	1.96%	1.86%	2.19%
y Municipa Capital investn	2013	Amount	5,517,782	2,868,850	2,770,346	2,413,106	1,253,513	3,258,220	1,300,186	2,528,960	1,380,466	1,984,601	1,484,942	1,497,321	1,244,991	1,390,939	2,138,538	1,272,293	529,419	706,029		1,232,454	850,447	809,793	953,393
stries b		%	12.14%	4.50%	2.82%	6.01%	3.65%	7.97%	5.39%	8.84%	1.71%	4.07%	3.62%	3.13%	1.03%	3.88%	4.00%	1.94%	3.46%	1.31%	0.00%	3.01%	2.51%	1.67%	2.34%
om Minis	2012	Amount	4,324,502	1,605,311	1,005,410	2,141,982	1,299,316	2,841,359	1,922,150	3,151,725	610,014	1,451,706	1,289,310	1,116,156	366,812	1,382,933	1,424,652	689,905	1,231,783	465,392		1,072,775	893,458	594,306	834,868
ients fr		%	17.01%	5.77%	3.31%	4.42%	1.70%	6.36%	7.80%	5.58%	3.38%	3.57%	3.63%	3.05%	2.20%	2.64%	1.57%	1.91%	3.18%	2.42%	%00.0	2.73%	1.45%	1.34%	3.37%
Capital Investments from Ministries by Municipality Capital investments	2011	Amount	6,941,124	2,355,997	1,349,165	1,802,276	693,230	2,595,699	3,181,024	2,277,948	1,380,111	1,456,991	1,480,289	1,245,818	897,648	1,075,244	638,633	777,360	1,298,856	987,212		1,112,438	591,211	548,402	1,373,661
Annex I – Capita		Municipality	Municipality of Skender- ai/Srbica	Municipality of Prishtinë/ Priština	Municipality of Pejë/Peć	Municipality of Gjilan/ Ginilane	Municiaplity of Ferizaj/ Uroševac	Municipality of Podujevë/ Podujevo	Municipality of Prizren/ Prizren	Municipality of Suharekë/ Suva Reka	Mitrovicë e jugut/Južna Mitrovica	Municipality of Istog/Istok	Municipality of Shtime/ Štimlie	Municipality of Deçan/ Dečane	Municipaplity of Kaçanik/ Kačanik	Unspecified municipal- ities*	Municipality of Klinë/ Klina	Municipality of Lipjan/ Liplian	Municipality of Gjakovë/ Đakovica	Municipality of Gllogoc/ Glogovac	Municipality of Severna Mitrovica/Mitrovicë e veriut	Municipality of Rahovec/ Orahovac	Municpality of Viti/Vitina	Municipality of Kamen- icë/Kamenica	Municipality of Vushtrri/ Vučitrn

Municipality of Dragash/ Dragaš	381,054	0.93%	327,728	0.92%	626,576	1.44%	1,136,845	2.23%	277,044	0.62%	505,283	1.17%	651,938	1.24%	3,906,469	1.25%
Municipality of Zvečan/ Zvecan	214,686	0.53%		0.00%	477,613	1.10%	691,368	1.35%	1,296,840	2.89%	835,653	1.93%	170,102	0.32%	3,686,262	1.18%
Municipality of Hani i Elezit/Elez Han	282,668	0.69%	935,662	2.63%	239,539	0.55%	998,853	1.96%	70,000	0.16%	168,462	0.39%	945,927	1.80%	3,641,110	1.17%
Municipality of Mali- shevë/Mališevo	1,246,421	3.05%	733,821	2.06%	579,982	1.33%	249,929	0.49%		0.00%	33,045	0.08%	134,810	0.26%	2,978,007	0.96%
Municipality of Zubin Potok/Zubin Potok		0.00%		0.00%		0.00%		%00.0	2,194,026	4.89%	416,326	0.96%	181,500	0.35%	2,791,852	0.90%
Municipality of Fushë Kosovë/Kosovo Polje	819,318	2.01%	540,549	1.52%	533,219	1.23%	258,525	0.51%		0.00%	224,348	0.52%	289,229	0.55%	2,665,189	0.86%
Municipality of Obiliq/ Obilić	296,248	0.73%	77,713	0.22%	133,360	0.31%	428,121	0.84%	576,932	1.29%	332,192	0.77%	755,619	1.44%	2,600,185	0.84%
Municipality of Leposav- ić/Leposaviq		%00.0		0.00%		0.00%		%00.0	1,087,333	2.43%	314,064	0.73%	835,590	1.59%	2,236,987	0.72%
Municipality of Junik/ Junik	217,962	0.53%	164,171	0.46%	387,437	0.89%	766,627	1.50%	248,484	0.55%	88,110	0.20%	340,283	0.65%	2,213,073	0.71%
Municipality of Gračani- ca/Graçanicë	538,393	1.32%	143,000	0.40%	19,004	0.04%		%00.0	198,153	0.44%	854,267	1.98%	199,049	0.38%	1,951,866	0.63%
Municipality of No- vobërdë/Novo Brdo	19,990	0.05%	209,474	0.59%	333,530	0.77%	74,000	0.14%	40,000	0.09%	157,651	0.36%	299,871	0.57%	1,134,516	0.36%
Municipality of Partesh/ Parteš	527,894	1.29%	300,000	0.84%	72,940	0.17%		%00.0	36,429	0.08%	92,576	0.21%	90,279	0.17%	1,120,118	0.36%
Municipality of Shtime/ Štimlje	198,748	0.49%	164,594	0.46%	179,233	0.41%	267,627	0.52%	68,156	0.15%	35,513	0.08%	87,569	0.17%	1,001,440	0.32%
Municipality of Ranillug/ Ranilug		0.00%	161,019	0.45%	298,336	0.69%		%00.0	18,739	0.04%	102,169	0.24%	97,764	0.19%	678,026	0.22%
Municipality of Kllokot/ Klokot		0.00%	132,816	0.37%	54,730	0.13%	167,288	0.33%	84,446	0.19%	69,741	0.16%	158,772	0.30%	667,793	0.21%
Municipality of Mamushë/Mamuša		%00.0	30,000	0.08%	123,091	0.28%		%00.0		%00.0		0.00%		%00.0	153,091	0.05%
Total	40,803,717 100.00%	100.00%	35,636,371 100.00%	100.00%	43,445,179	100.00%	51,039,005	100.00%	44,832,206 100.00%	100.00%	43,200,604	100.00%	52,417,346	100.00%	311,374,427	100.00%
*Unspecified municipalities refer to investments realized in municipal competencies, for which it has been difficult to define which municipality the investment was done. This is because their description in the financial statements/budget is very generalized.	s refer to inve generalized.	estments re	alized in mun	icipal compe	etencies, for v	which it has	been difficult	to define w	hich municipal	ity the inve	stment was c	lone. This i	s because the	ir descripti	on in the financ	sial

Scope of Work Capital Investments Conclusions

Recommendations

Annex . . . . . . . . . . . . . . . .

### Annex II – Capital Investments by Ministries per Municipality per Capita

Capital Inves	tment by	<sup>,</sup> Ministr	ies per l	Municip	ality pe	r Capital			
Municipality	2011	2012	2013	2014	2015	2016	2017	Total amount	Population 2017
Municpality of Skenderaj/Srbica	131.7	82.0	104.7	99.6	170.8	133.4	100.4	822.5	52,711
Municipality of Parteš/Partesh	305.5	173.6	42.2	-	21.1	53.6	52.2	648.2	1,728
Municipality of Severna Mitrovica/Mitrovicë e veriut	-	-	-	-	430.9	74.7	13.4	519.0	12,205
Municipality of Zvečan/Zveçan	29.1	-	64.7	93.7	175.8	113.3	23.1	499.7	7,377
Municipality of Shtime/Štimlje	53.1	46.3	53.3	129.1	54.6	14.2	34.6	385.3	27,864
Municipality of Hani i Elezit/Elez Han	28.2	93.5	23.9	99.8	7.0	16.8	94.5	363.8	10,009
Municipality of Junik/Junik	33.6	25.3	59.8	118.3	38.3	13.6	52.5	341.4	6,482
Municipality of Isog/Istok	36.2	36.0	49.3	64.9	31.0	38.8	28.6	284.7	40,271
Municipality of Kaçanik/Kačanik	26.2	10.7	36.3	64.6	34.3	32.1	67.8	271.9	34,312
Municipality of Kllokot/Klokot	-	48.5	20.0	61.0	30.8	25.4	57.9	243.6	2,741
Municipality of Deçan/Dečane	29.8	26.7	35.8	68.9	36.6	8.0	27.2	232.8	41,876
Municipality of Pejë/Peć	13.5	10.1	27.8	61.5	23.9	23.8	48.6	209.3	99,685
Municipality of Klinë/Klina	15.9	35.4	53.2	27.1	23.4	12.2	31.2	198.4	40,210
Municipality of Gjilan/Gnjilane	22.3	26.5	29.9	20.3	21.1	39.3	38.0	197.5	80,727
Municipality of Suharekë/Suva Reka	37.2	51.5	41.3	19.2	15.2	15.0	17.2	196.8	61,181
Municipality of Podujevë/Podujevo	30.8	33.7	38.7	28.7	19.2	19.5	10.7	181.4	84,223
Municipality of Kamenicë/Kamenica	17.7	19.2	26.1	26.1	33.9	30.0	26.9	179.9	31,023
Municipality of Ranilug/Ranillug	-	42.3	78.4	-	4.9	26.8	25.7	178.1	3,806
Mitrovicë e Jugut/Južna Mitrovica	19.9	8.8	19.9	28.4	16.8	30.7	41.3	165.8	69,365
Municipality of Leposavić/Leposaviq	-	-	-	-	80.0	23.1	61.5	164.5	13,595
Municipality of Gračanica/Graçanicë	44.8	11.9	1.6	-	16.5	71.2	16.6	162.6	12,006
Municipality of Novo Brdo/Novobërdë	2.8	29.6	47.1	10.5	5.6	22.3	42.4	160.2	7,080
Municipality of Ferizaj/Uroševac	6.8	12.7	12.2	39.7	23.6	33.7	20.4	149.0	102,553
Municipality of Štrpce/Shtërpcë	29.3	24.2	26.4	39.4	10.0	5.2	12.9	147.4	6,793
Municipality of Obiliq/Obilić	15.4	4.0	6.9	22.2	30.0	17.2	39.2	135.0	19,262
Municipality of Lipjan/Lipljan	13.4	11.9	22.0	26.6	4.3	13.2	35.7	127.1	57,815
Municipality of Viti/Vitina	12.4	18.7	17.8	15.7	7.5	18.9	28.2	119.2	47,758
Municipality of Dragash/Dragaš	11.1	9.5	18.2	33.0	8.1	14.7	18.9	113.5	34,411
Municipality of Gllogoc/Glogovac	16.1	7.6	11.5	20.4	12.5	6.1	31.6	105.8	61,318
Municipality of Prishtinë/Priština	11.2	7.6	13.6	10.3	1.0	30.0	29.5	103.3	210,282
Municipality of Rahovec/Orahovac	18.5	17.9	20.5	10.9	8.4	0.8	25.4	102.5	60,004
Municipality of Vushtrri/Vučitrn	20.9	12.7	14.5	4.8	0.1	8.3	23.2	84.4	65,761
Municipality of Prizren/Prizren	16.6	10.0	6.8	6.4	14.3	8.6	10.5	73.2	191,268
Municipality of Gjakovë/Đakovica	13.5	12.8	5.5	5.8	8.9	13.8	12.7	73.1	96,127
Municipality of Fushë Kosovë/Kosovo Polje	21.3	14.0	13.9	6.7	-	5.8	7.5	69.3	38,475
Municipality of Malishevë/Mališevo	21.1	12.4	9.8	4.2	-	0.6	2.3	50.4	59,065
Municipality of Mamushë/Mamuša	-	5.0	20.7	-	-	-	-	25.7	5,949

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Annex III

				Ministry C	apital Εxμ	Ministry Capital Expenditures in Municipal Competences Areas	in Munici	pal Compe	tences A	reas						
*in EUR Thousands	5	2011	2	2012	5	2013	2(	2014	20	2015	20	2016	20	2017	То	Total
MINISTRY	ŧ	%	ŧ	%	£	%	ŧ	%	ŧ	%	ŧ	%	ŧ	%	£	%
Ministry of Infrastructure and Trans- portation	13,564	33.24%	11,728	32.91%	19,720	45.39%	30,255	59.28%	23,358	52.10%	21,491	49.75%	28,316	54.02%	148,434	47.67%
Ministry of Education, Science and Technology	15,152	37.13%	13,615	38.21%	13,480	31.03%	12,531	24.55%	5,217	11.64%	5,178	11.99%	4,917	9.38%	70,090	22.51%
Ministry of Culture, Youth and Sport	3,386	8.30%	3,824	10.73%	2,659	6.12%	2,907	5.70%	4,449	9.92%	3,297	7.63%	7,675	14.64%	28,198	9.06%
Ministry of Local Government Administration	5,044	12.36%	3,407	9.56%	2,662	6.13%	641	1.26%	2,292	5.11%	2,922	6.76%	2,953	5.63%	19,922	6.40%
Ministry of Environment and Spatial Planning	2,251	5.52%	1,418	3.98%	1,492	3.43%	2,164	4.24%	3,105	6.93%	2,510	5.81%	4,645	8.86%	17,586	5.65%
Ministry of Economic Development	1,039	2.55%	1,006	2.82%	2,192	5.05%	1,466	2.87%	851	1.90%	5,247	12.15%	194	0.37%	11,996	3.85%
Ministry of Public Administration	,	0.00%	ı	%00.0		0.00%		0.00%	913	2.04%	1,452	3.36%	2,584	4.93%	4,950	1.59%
Ministry of Health	368	%06.0	257	0.72%	634	1.46%	502	0.98%	2,022	4.51%	487	1.13%	429	0.82%	4,698	1.51%
Ministry for Community and Return		0.00%		0.00%		0.00%	,	0.00%	2,422	5.40%	199	0.46%	•	%00.0	2,621	0.84%
"Ministry of Labour and Social Welfare"	r	%00.0	381	1.07%	427	0.98%	573	1.12%	201	0.45%	245	0.57%	421	0.80%	2,249	0.72%
Ministry of Agriculture, Forestry and Rural Development		%00.0	1	0.00%		0.00%	ı	0.00%	ı	0.00%	171	0.40%	282	0.54%	453	0.15%
Ministry of Finance		0.00%	ı	0.00%	179	0.41%	ı	0.00%	1	0.00%	ı	0.00%	,	0.00%	179	0.06%
Total	40,804	100.00%	35,636	100.00%	43,445	100.00%	51,039	100.00%	44,832	100.00%	43,201	100.00%	52,417	100.00%	311,374	100.00%

Annex

Sco	pe of Wc	ork			Cap	ital Ir	nvest	men	ts		-		Cor	nclusi	ons			F	lecon	nmer	ndatio	ons					Anr	nex	
	%	15.97	46.45	32.43	18.48	4.93	14.42	•	3.56	1	22.93	-	••	15.68			%	9.15	43.29	48.69	70.54	7.79	15.15	6.25	6.51	6.56	15.15	3.93	0.33
2014	Municpal budget for CI	30,255,284	12,531,208	2,907,302	640,714	2,163,572	1,466,156		501,588		573,181			51,039,005		Total 2011 - 2017	Municpal budget for CI	148,433,802	70,089,867	28,198,098	19,921,879	17,585,526	11,995,873	4,950,288	4,698,213	2,620,994	2,248,691	452,689	178,507
	Budget for CI	189,405,835	26,975,999	8,965,713	3,467,000	43,864,742	10,169,364	12,930,125	14,104,109	5,630,000	2,500,000	1,820,000	5,622,328	325,455,215		Total	Budget for CI	1,621,782,265	161,889,951	57,916,643	28,242,279	225,842,708	79,181,630	79,252,676	72,141,983	39,974,765	14,847,035	11,516,765	53.334.403
	%	7.04	48.89	27.75	61.11	3.23	20.55	•	4.49	'	17.86	•	3.19	10.32			%	12.38	40.76	73.29	88.76	151.07	1.70	30.21	6.96	'	54.65	12.64	•
2013	Municpal budget for CI	19,720,055	13,479,571	2,659,016	2,662,487	1,492,241	2,191,904		634,470		426,930		178,507	43,445,179		2017	Municpal budget for CI	28,316,329	4,916,737	7,675,422	2,953,365	4,645,058	194,114	2,584,476	428,896		421,228	281,721	
	Budget for CI	280,247,511	27,570,184	9,582,683	4,356,930	46,143,209	10,666,749	12,276,102	14,121,881	6,000,000	2,390,000	1,887,190	5,594,487	420,836,926			Budget for CI	228,757,600	12,061,977	10,472,862	3,327,535	3,074,806	11,433,064	8,555,000	6,165,222	3,160,000	770,715	2,227,943	4 322 269
	%	4.34	42.19	36.75	72.00	2.47	9.43	'	2.34	1	12.56	'	'	8.37			%	11.38	29.27	52.74	96.74	7.17	48.82	13.27	5.15	3.02	13.84	23.64	'
2012	Municpal budget for CI	11,728,250	13,614,958	3,824,406	3,407,169	1,418,148	1,005,718		256,571		381,152			35,636,371		2016	Municpal budget for CI	1,491,126	5,178,002	3,296,901	2,922,408	2,510,389	5,247,475	1,452,461	486,775	198,884	245,214	170,968	
	Budget for CI	270,150,002	32,266,908	10,405,527	4,732,177	57,325,425	10,665,130	13,558,436	10,965,198	6,000,000	3,035,000	1,695,947	4,851,833	425,651,583			Budget for CI	188,843,877	17,688,404	6,251,717	3,020,864	35,019,202	10,748,534	10,946,264	9,444,857	6,592,625	1,771,580	723,240	502 751
	%	4.92	54.82	56.56	79.84	41.71	7.05	'	4.66	'	-	'	'	10.29			%	12.37	29.50	71.17	75.88	8.87	7.92	8.34	21.41	36.74	11.34		'
2011	Municpal budget for CI	13,564,439	15,152,002	3,385,881	5,043,578	2,250,728	1,039,409		367,680					40,803,717		2015	Municpal budget for CI	23,358,320	5,217,390	4,449,170	2,292,159	3,105,390	851,098	913,352	2,022,234	2,422,110	200,986		
	Budget for CI	275,533,563	27,638,075	5,986,424	6,316,909	5,396,122	14,750,255	10,040,485	7,895,859	5,999,515	2,608,160	2,439,205	31,937,984	396,542,556			Budget for CI	188,843,877	17,688,404	6,251,717	3,020,864	35,019,202	10,748,534	10,946,264	9,444,857	6,592,625	1,771,580	723,240	502 751
Ministry		Ministry of Infrastructure and Transportation	Ministry of Education, Science and Technology	Ministry of Culture, Youth and Sport	Ministry of Local Government Administration	Ministry of Environment and Spatial Planning	Ministry of Economic Development	Ministry of Public Administration	Ministry of Health	Ministry for Community and Return	Ministry of Labour and Social Welfare	Ministry of Agriculture, Forestry and Rural Development	Ministry of Finance	TOTAL		Ministry		Ministry of Infrastructure and Transportation	Ministry of Education, Science and Technology	Ministry of Culture, Youth and Sport	Ministry of Local Government Administration	Ministry of Environment and Spatial Planning	Ministry of Economic Development	Ministry of Public Administration	Ministry of Health	Ministry for Community and Return	Ministry of Labour and Social Welfare	Ministry of Agriculture, Forestry and Rural Development	Ministry of Finance

Scope of Work	Capital Investments	Conclusions	Recommendations	Annex

Annex V – Line ministries Capital Expenditure in Municipal Competencies as a % of municipal total budget and municipal budget for Capital Investments

Line Ministries capital investments in munici	pal competencies as % of total muni	cipal budget	
Municipality		Total 2011 - 2017	
	Total Budget	CI from Ministries	%
Skenderaj/Srbica	79,792,041	43,352,986	54.33
Prishtinë/Priština	553,864,499	21,727,337	3.92
Pejë/Peć	148,720,629	20,864,695	14.03
Gjilan/Gjnilane	151,675,335	15,941,848	10.51
Ferizaj/Uroševac	172,348,364	15,279,112	8.87
Podujevë/Podujevo	126,764,665	15,274,106	12.05
Prizren/Prizren	240,267,750	14,002,628	5.83
Shtime/Štimlje	38,750,822	10,735,335	27.70
Hani i Elezit/Elez Han	14,714,335	3,641,110	24.75
Junik/Junik	10,279,450	2,213,073	21.53
lstog/lstok	61,085,362	11,467,000	18.77
Kaçanik/Kačanik	45,814,773	2,892,759	6.31
Kllokot/Klokot	8,066,277	667,793	8.28
TOTAL	1,652,144,302 €	178,059,782 €	10.78

Line Ministries capital investments in municipal	competencies as % of total muni	cipal budget for capital investme	ents
Municipality		Total 2011 - 2017	
	Total Budget	CI from Ministries	%
Skenderaj/Srbica	23,674,398	43,352,986	183.1
Prishtinë/Priština	287,171,123	21,727,337	7.6
Pejë/Peć	42,252,598	20,864,695	49.4
Gjilan/Gjnilane	31,635,599	15,941,848	50.4
Ferizaj/Uroševac	62,178,936	15,279,112	24.6
Podujevë/Podujevo	41,725,499	15,274,106	36.6
Prizren/Prizren	137,597,346	14,002,628	10.2
Shtime/Štimlje	9,892,246	10,735,335	108.5
Hani i Elezit/Elez Han	4,055,379	3,641,110	89.8
Junik/Junik	2,414,484	2,213,073	91.7
Istog/Istok	16,930,461	11,467,000	67.7
Kaçanik/Kačanik	10,558,543	2,892,759	27.4
Kllokot/Klokot	2,552,837	667,793	26.2
TOTAL	672,639,449€	178,059,782 €	26.47

Scop	e of Wor	'k		Ca	pital	Investm	nents	• •		• •	Conclu	sions			• •	Re	com	meno	datio	ns			Anne	X	• •
	CI in municipal competencies versus EU funds	CI as % of the EU funds in municipal- ities	%	•	1.2%	1.6%	1.7%	0.0%	1.8%	•	1.1%	•	•	2.4%	•	•	•	2.9%	0.4%	0.0%	7.8%	I	1	3.4%	700/
	CI in municipal com	The total amount of capital investments by EU	900€	161	270	335	266	•	270	1	138		•	258	•	-	1	213	27	I	497	I	1	189	
17	ies versus performance grant of DEMOS	CI in municipalities as % of DEMOS Perfor- mance grants	%	•	3.43%	3.49%	1	•	1	•	,	,	•	2.32%		1.84%		4.12%	13.09%	•	1	4.04%	3.48%	1.43%	
Investimet kapitale në komuna të ndara nga burimet e financimit për 2011 - 2017	CI in municipal competencies versus performance grant of DEMOS	The total amount of perfor- mance grant from demos	900€	•	745	729	-	-	I		I	1	•	249	•	172		303	920	•		248	198	80	
è ndara nga burim	I competencies versus CI al grant for municipalities	Cl as % of the Cl in the general grant	%	37%	263%	104%	82%	214%	208%	497%	182%	137%	81%	68%	86%	29%	121%	223%	300%	251%	129%	285%	162%	45%	
t kapitale në komuna ti	CI in municipal competencies versus CI in gemeral grant for municipalities	The total CI in the general grant for the municiaplities	900€	16,019	57,232	21,716	13,038	32,728	31,705	69,638	21,882	15,776	11,146	7,295	8,402	5,531	9,661	16,393	21,068	16,282	8,150	17,506	9,216	2,485	
Investime	ompetencies versus total Kosovo budget	CI as % of the total Koso- vo budget	%	0.4%	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	
	CI in municipal competencies versus total Kosovo budget	The total Kosovo budget	900€	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	
	_	tries in municipal competencies	900€	43,353	21,727	20,865	15,942	15,279	15,274	14,003	12,038	11,501	11,467	10,735	9,750	9,330	7,980	7,347	7,028	6,485	6,335	6,150	5,692	5,581	
		Municipalities		Skenderaj/Srbica	Prishtinë/Priština	Municipality of Pejë/Peć	Gjilan/Gnjilane	Ferizaj/Uroševac	Podujevë/Podu- jevo	Prizren/Prizren	Suharekë/Suva Reka	Mitrovicë e jugut/ Južna Mitrovica	Istog/Istok	Shtime/Štimlje	Deçan/Dečane	Kaçanik/Kačanik	Klinë/Klina	Lipjan/Lipljan	Gjakovë/Đakovica	Gllogoc/Glogovac	Severna Mitro- vica/Mitrovicë e veriut	Rahovec/Ora- hovac	Viti/Vitina	Kamenicë/ Kamenica	

nex VI – Capital Expenditure in Municipalities divided by funding so

	S	cope of '	Work		Ca	apital	Investm	nents			Со	nclu	sions	5			Recommendations
1.9%	15.1%	••••	••••	,		•••	48.8%	27.6%	11.9%	1	•••	•••	••	•••	119.8%	1.8%	
74	555	•		•		•	1,091	610	233		-	'	-	'	183	5,528.27	
•	•	3.83%	,	,	,	•	,	5.52%	8.99%	14.77%	•	1	11.92%	10.45%	,	1.5%	
	•	139	1	1	1	•	1	122	175	168			81	20	1	4,399	
305%	141%	52%	665%	133%	274%	169%	425%	60%	604%	239%	%06	714%	229%	252%	1419%	63.4%	
11,904	5,193	1,882	19,803	3,719	7,304	4,402	9,506	1,332	11,786	2,709	1,004	7,150	1,553	1,681	2,173	524,185	
%0:0	%0.0	0.0%	0.0%	0.0%	0.0%	%0.0	0.0%	%0.0	0.0%	0.0%	%0.0	%0.0	%0.0	%0.0	0.0%	2.8%	
10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	10,932,373	
3,906	3,686	3,641	2,978	2,792	2,665	2,600	2,237	2,213	1,952	1,135	1,120	1,001	678	668	153	302,839	
Dragash/Dragaš	Zvečan/Zveçan	Hani i Elezit/Elez Han	Malishevë/Mališe- vo	Zubin Potok/Zubin Potok	Fushë Kosovë/ Kosovo Polje	Obiliq/Obilić	Leposavić/Lep- osaviq	Junik/Junik	Gračanica/ Graçanicë	Novo Brdo/No- vobërdë	Parteš/Partesh	Štrpce/Shtërpcë	Ranillug/Ranilug	Kllokot/Klokot	Mamushë/ Mamuša	TOTAL	

Annex 

CAPITAL INVESTMENTS BY LINE MINISTRIES IN MUNICIPAL COMPETENCIES FOR THE PERIOD 2011 - 2017





Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra

Swiss Agency for Development and Cooperation SDC

