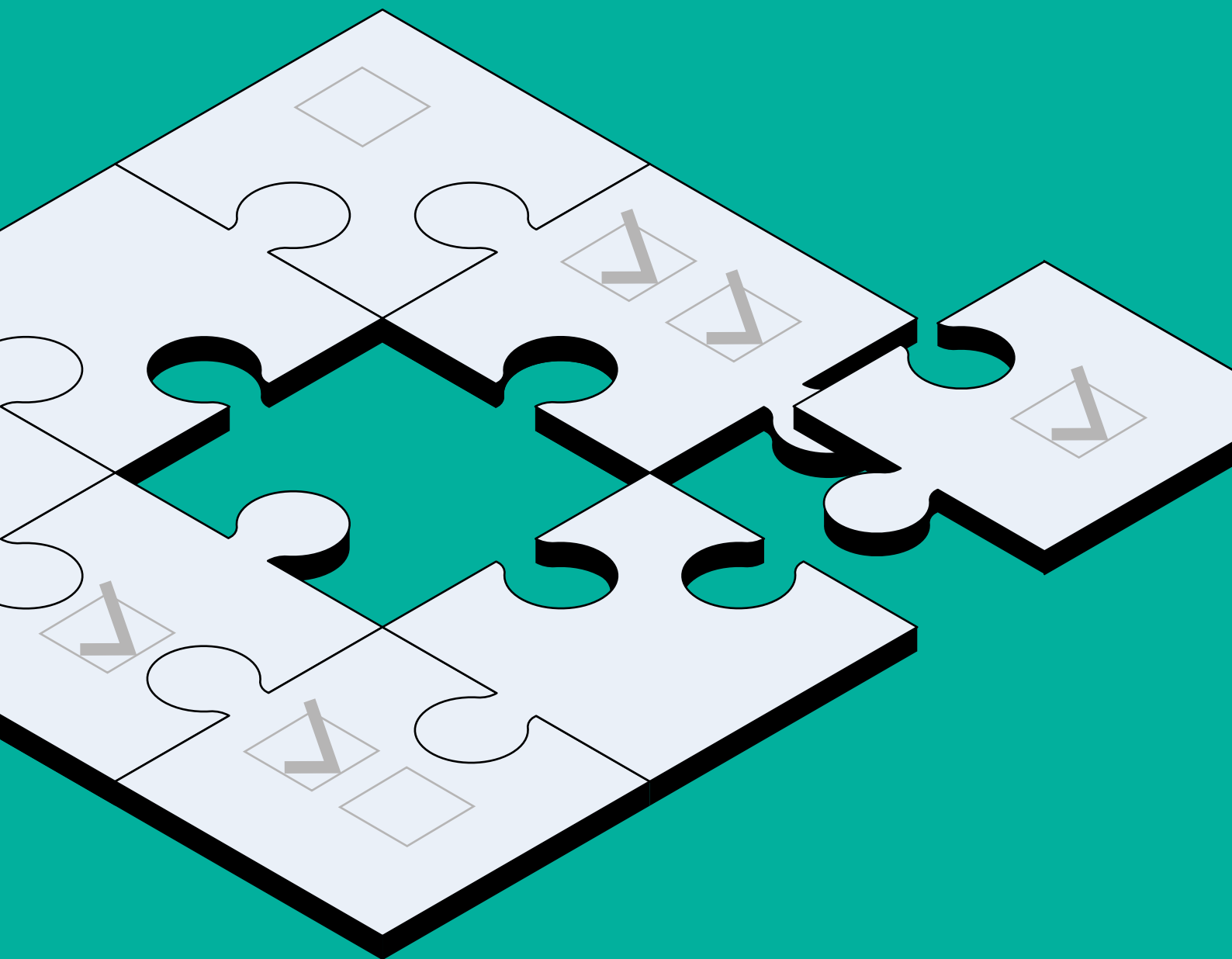


Alignment of Electoral Promises with Municipal Performance Indicators



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Alignment of Electoral Promises with
Municipal Performance Indicators
(An Analysis of 15 Municipalities)

April 2025

Disclaimer:

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List of Abbreviations and Acronyms

DEMOS	Decentralization and Municipal Support Project
MLGA	Ministry of Local Government Administration
MPG	Municipal Performance Grant
MPMS	Municipal Performance Management System
USAID	United States Agency for International Development

Executive Summary

Electoral promises made by mayors of Kosovo's municipalities and the Municipal Performance Management System (MPMS), managed by the Ministry of Local Government Administration (MLGA), represent two distinct but interconnected processes in local governance, although they differ in approach and content. Both of these processes are essential mechanisms for assessing the efficiency of local governance.

Municipal reporting within the MPMS is a mandatory process, required by law, and includes established mechanisms for managing, evaluating, and reporting data from municipalities. On the other hand, electoral promises are a free choice of mayoral candidates, depending on the areas, projects, or issues they believe should be the focus. Mayoral candidates in Kosovo are not legally required to make electoral promises. Furthermore, there is no institutional monitoring to assess whether the promises made are being fulfilled, unlike the indicators in the MPMS, which are evaluated by the MLGA. Unlike the MPMS, which provides a systematic and measurable approach to municipal performance—where municipalities are either rewarded or do not receive a performance grant—electoral promises tend to be broader and more inclusive. There are no rewards or penalties for fulfilling or failing to fulfill them, except for their potential impact on public perception.

The comparison and evaluation of the 14 municipalities in this report reveal that out of 800 promises made, 166 (21%) are fully or partially aligned with MPMS indicators, while 634 (79%) do not align with the municipal performance management system indicators.

The three municipalities with the strongest alignment between electoral promises and the MPMS are: Prizren, Obiliq/Obilić, and Suharekë/Suva Reka. Meanwhile, the three municipalities with the weakest alignment are: Viti/Vitina, Klinë/Klina, and Drenas/Glogovac. The alignment between electoral promises and indicators, as well as their impact on the performance grant, varies across different municipalities.

Out of the total 94 indicators in the MPMS, 35 are not reflected in any electoral promises. This occurs for several reasons, but primarily because most of these indicators are related to administrative and technical aspects of municipal management, which are not perceived as "appealing" from a campaign perspective or likely to attract more votes. Instead of making promises related to internal administrative processes, mayoral candidates tend to focus on more tangible and visible commitments, such as building new roads or increasing/subsidizing grants.

The MPMS indicators are categorized into 16 areas, whereas electoral promises are grouped into 11 areas. The areas that align between MPMS and electoral promises include administration, culture, infrastructure, public services, pre-university education, healthcare, and economy. However, alignment between these areas does not necessarily imply a direct link between specific indicators and promises within the same area. For example, while the MPMS includes a category called "Administrative Services," electoral promises typically refer to it as "Administration." MPMS indicators include administrative requests or applications processed during the year or administrative requests or applications processed within legal deadlines, whereas electoral promises may involve promises such as increasing the number of municipal inspectors, establishing new departments, administrative reforms, eliminating bureaucracy, etc.

Introduction

The Municipal Performance Management System (MPMS) in Kosovo is a fundamental mechanism aimed at improving citizens' lives by enhancing the quality and efficiency of public services at the local government level. This system, established under the Ministry of Local Government Administration (MLGA), measures municipal performance through specific indicators across various areas, including administrative, social, cultural, and infrastructure services. The key features of the MPMS include assessing municipal performance, using measurable and verifiable indicators, providing comparability between municipalities, and providing a professional evaluation of municipal work.¹

This system was first launched in 2008 with the initiative and support of USAID. In its early stages, there were challenges and uncertainties, both in the reporting format and in the evaluation and verification process, which had its shortcomings. To ensure a more structured and accurate process, a specific regulation was drafted in 2015/16 to formalize and regulate these procedures. This effort was reinforced in 2022 with the adoption of the Law on the Municipal Performance Management System and the introduction of a performance-based grant scheme.² Based on this law, the municipal performance process establishes two obligations: for municipalities, which are required to report to the Ministry of Local Government Administration on their results regarding specific performance indicators, and for the Government of Kosovo, which must allocate specific financial resources to cover the performance-based grant.

Since 2011, the municipal performance management system has undergone several stages of development. Initially, the assessment covered 12 areas, which were later expanded to 19. However, in 2023, this number was reduced to 16. The evaluation and data verification methodology has been enhanced, strengthening the link between performance and funding. Municipalities have also enhanced their capacity to understand and implement the system.

Meanwhile, since 2013, electoral promises have increased in number and evolved in nature. Mayoral electoral promises primarily focus on infrastructure projects and investments in areas such as agriculture, the economy, healthcare, education, urban development, administration, and more. During the 2013–2017 term, a total of 553 promises were made by 27 mayors. In the 2017–2021 term, this number increased by more than 400. In the current 2021–2025 term, the number of promises made by 27 mayors has reached 1,816.³ These promises are categorized into 11 areas: infrastructure, public services, education, healthcare, agriculture, culture, sports, social services, urban development, economy, and administration.

¹ Ministry of Local Government Administration. [Municipal Performance Report](#). 2022.

² Official Gazette of the Republic of Kosovo. [Law on the Municipal Performance Management System and the Performance-Based Grant Scheme](#)

³ GAP Institute. Municipal ID. [Promises](#).

Methodology, Purpose, and Scope of the Study

The results and data in this report are based on two primary sources: the Municipal Performance Management System and its indicators, and the "Municipal ID" platform of GAP Institute, which lists all mayoral electoral promises and their fulfillment progress since 2013.

The report also relies on alternative sources such as the Law on Municipal Performance and Performance-Based Grants, the Law on Local Self-Government, and the Kosovo Agency of Statistics.

In most cases, the Municipality of Gračanica/Gračanicë is excluded from this report, as no electoral promises were listed for this municipality in the 2021 local elections. Furthermore, the fulfillment progress of electoral promises is not yet final, as an update is expected from GAP Institute in August 2025. The most recent data of this nature used in this report are from June 2024.

This report aims to examine whether there is a connection between the electoral promises made by mayors and the indicators of the municipal performance management system, developed by the Ministry of Local Government Administration, which evaluates municipalities annually and allocates performance-based grants accordingly.

The report focuses on 15 municipalities in Kosovo: Drenas/Glogovac, Kaçanik/Kaçanik, Pejë/Peć, Kamenicë/Kamenica, Obiliq/Obilić, Gračanica/Gračanicë, Suharekë/Suva Reka, Rahovec/Orahovac, Klinë/Klina, Viti/Vitina, Dragash/Dragaš, Junik, Ferizaj/Uroševac, Podujevë/Podujevo and Prizren. According to the 2024 Census data, these municipalities are home to 739,729 residents, which accounts for 46% of the total population.⁴ These municipalities also benefit from various activities supported by Helvetas (DEMOS) throughout 2025, a support they have received since 2018. The selection of these municipalities was made due to the collaboration between DEMOS and the municipalities related to the "Social Contract" activity. Additional criteria for their selection included the size of the municipalities in both demographic and geographic terms, as well as the number of settlements with a significant number or percentage of minority community residents.

1.1 Key Specifics and Areas of Electoral Promises and Municipal Performance

The Municipal Performance Management System (MPMS), based on specific indicators, has several key objectives. This system aims to measure the quality of services provided by municipalities, allow for performance comparison between municipalities with similar competencies, identify areas that need improvement in service delivery, and create an institutional memory regarding municipal progress. It is a mandatory process, established by law, with built-in mechanisms for managing, evaluating, and reporting data.

On the other hand, mayoral candidates are not legally required to make electoral promises. Promises are a voluntary choice by candidates about areas, projects, or issues they wish to focus on. Furthermore, there is no institutional monitoring to assess whether the promises made are being fulfilled. Despite this, both processes—though separate—reflect the nature of governance and the results it produces.

The MPMS is implemented by the Ministry of Local Government Administration, in close collaboration with municipalities, including officials responsible for reporting, performance coordinators, and mayors, who are the final authorities for confirming the reported data. Reporting and evaluation are conducted based on the Law on Municipal Performance and the Performance-Based Grant Scheme.⁵ This stems from the competencies of municipalities as

⁴ Kosovo Agency of Statistics. Population, Household, and Housing Census Results. 2024. P. 54. [Fourth Chapter](#).

⁵ Official Gazette of the Republic of Kosovo. [Law on the Municipal Performance Management System and the Performance-Based Grant Scheme](#)

outlined in the Law on Local Self-Government, which clearly specifies the responsibilities of municipalities in various areas, including basic public services, local infrastructure, maintenance of public spaces, street lighting, local economic development, urban and rural planning, land and construction management, water and sanitation, environmental protection, waste management, pre-university education, primary healthcare, social services, cultural activities, and other aspects provided by law.

Currently, the MPMS measures performance across 16 different areas of municipal competencies, using 94 specific indicators. These indicators reflect the number of services municipalities provide to citizens based on their legal competencies. The indicators offer a detailed overview of the quality of services, while the results help municipal leaders identify areas that require improvement.

Until 2021, the performance reporting process was managed manually through email. However, an electronic performance management system is now in place, providing access to all reporting officials in municipalities and the ministry.⁶ Digitalization has significantly improved inter-institutional communication, enhanced transparency in the process, and enabled the preservation of all data and supporting documents.

On the other hand, the Municipal Performance Grant (MPG) represents a financial instrument in the local governance system that stems from the municipal performance system. This mechanism has helped municipalities improve their performance in democratic governance, financial management, and service delivery.

To benefit from the Municipal Performance Grant, municipalities in Kosovo must meet four minimum conditions:

- Municipalities must report in the MPMS within the deadlines set by the relevant legal guidelines
- Municipalities must review their acts that have been deemed unlawful by the supervisory authorities
- Municipalities must have an audit opinion that is either unmodified or modified only with an emphasis of matter, and
- Municipalities must have spent at least 75% of their final budget on capital investments.

In addition to these minimum conditions, the performance of municipalities is evaluated across several areas, including 94 indicators in areas such as administrative public services, municipal transparency, municipal accountability, equality in employment, social, and family services, culture, youth and sports, disaster management, spatial planning, road infrastructure, drinking water, waste management, environmental protection, pre-university education, primary health care, and local economic development.

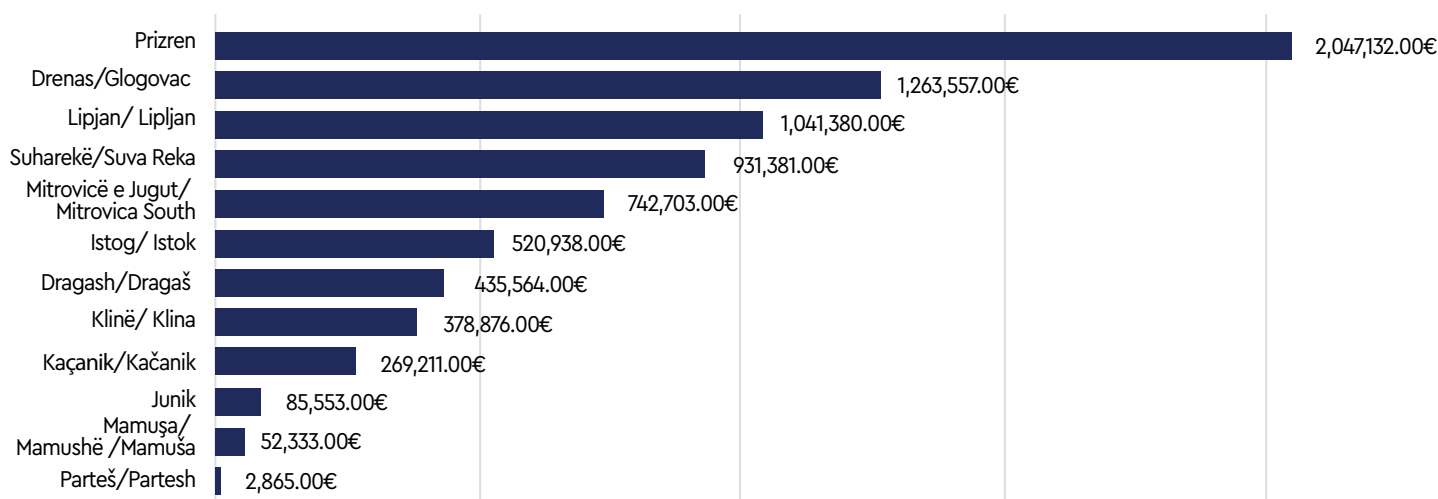
The MPG has had a multifaceted impact on municipal governance. From a financial perspective, municipalities have become more accountable in budget planning and execution, with efforts to improve their performance in audit reports. This has led to more efficient public resource management and enhanced transparency in municipal expenditures. Furthermore, the MPG has fostered competitiveness in governance. Municipalities now focus more on tangible results and strive to achieve higher rankings among beneficiaries.

The value of the MPG for 2025 was EUR 7.7 million. The municipalities that met the minimum conditions for 2023 performance include Suharekë/Suhareka, Prizren, Mitrovicë/Mitrovica South, Mamuşa/Mamushë/Mamuşa, Lipjan/Lipljan, Klinë/Klina, Kaçanik/Kaçanik, Junik, Istog/Istok, Drenas/Glogovac, and Dragash/Dragaš.

⁶ Ministry of Local Government Administration. Municipal Performance Report 2021. [Methodology](#). P.6.

Figura 1. Figure 1: Municipalities that have benefited from the performance grant for 2025.

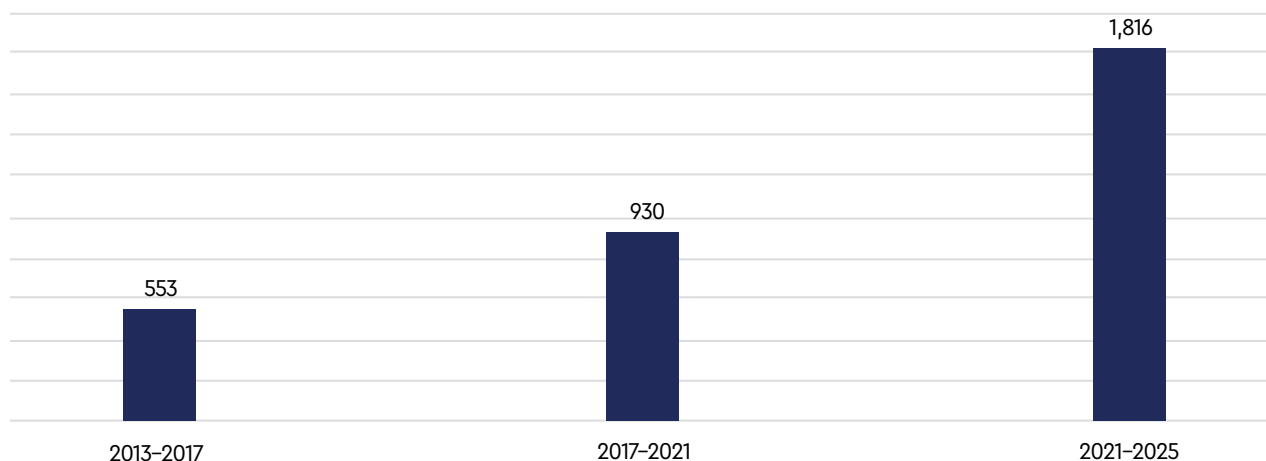
Source: MLGA, Allocation of Municipal Grants for 2025 based on Municipal Performance for 2023



Electoral promises are a separate process from the municipal performance management system, originating from the campaign activities conducted by political parties and their candidates who run in elections for the position of mayor. These promises are based on electoral programs, media coverage, or campaign debates addressing issues or challenges faced by municipalities or specific areas within them. Additionally, many electoral promises arise from the daily activities of political parties or candidates engaging with citizens, organizations, and/or various associations.⁷

Figura 2. Figure 2: Total number of electoral promises made by mayors for the 2013–2017, 2017–2021, and 2021–2025 terms

Source: GAP Institute. "Municipal ID" Platform.



The continuous increase in the number of electoral promises can be attributed to several key factors. Digitalization and the increasing use of social media have expanded communication channels with voters, encouraging candidates to articulate more specific promises. Additionally, increased civic awareness and the demand for greater transparency have put more pressure on candidates to offer concrete solutions to various municipal issues. The rise in political competition and the growing participation of new candidates in elections have also contributed to the increase in the number of promises. Candidates strive to stand out by offering more solutions and specific proposals. Another important factor is the heightened demand for political parties and candidates to present detailed, written programs. Moreover,

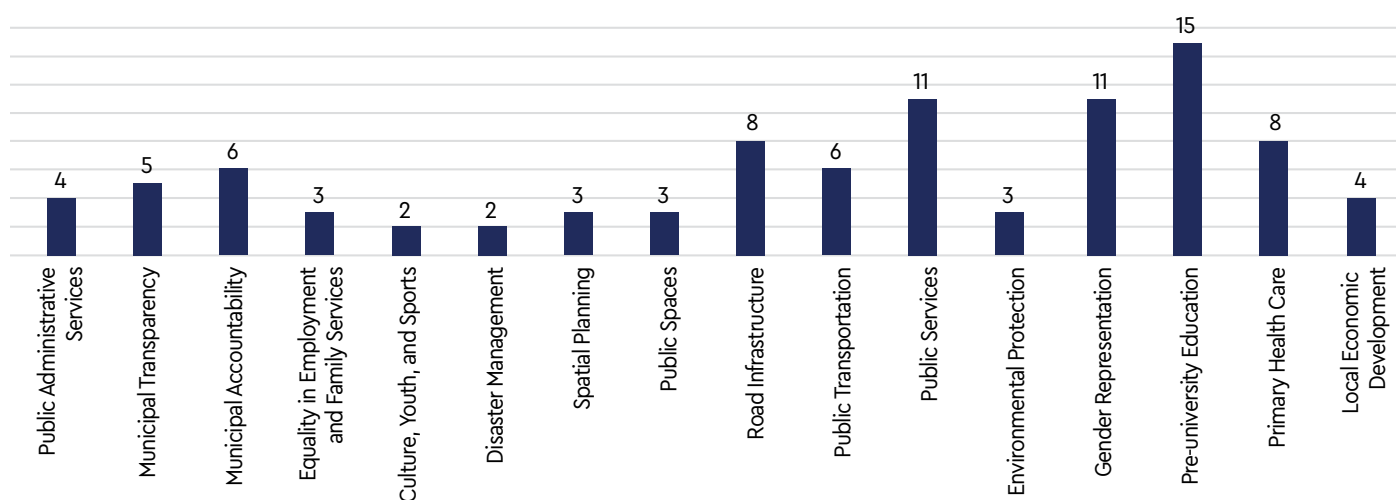
⁷ Electoral promises are documented by GAP Institute, and they are published on the Institute's platform – [Municipal ID](#).

the increasing complexity of challenges faced by municipalities—whether in infrastructure, education, healthcare, or other areas—has played a significant role.

The extent to which municipal performance indicators align with electoral promises depends on the legal competencies and responsibilities of municipalities, as reflected in MPMS indicators and electoral commitments. According to the assessment of electoral promises conducted by GAP Institute, during the 2021–2025 term, over 98% of promises can be fulfilled within the rights and competencies assigned to municipalities. However,, 2% of promises require inter-institutional cooperation for their fulfillment, [such as](#) promises for highway connections, the creation of economic zones, the establishment of local public enterprises, or promises related to school curriculum reforms.

Figura 3. Figure 3: Number of indicators (total 94) and their distribution across areas (total 16) in the MPMS 2021–2025

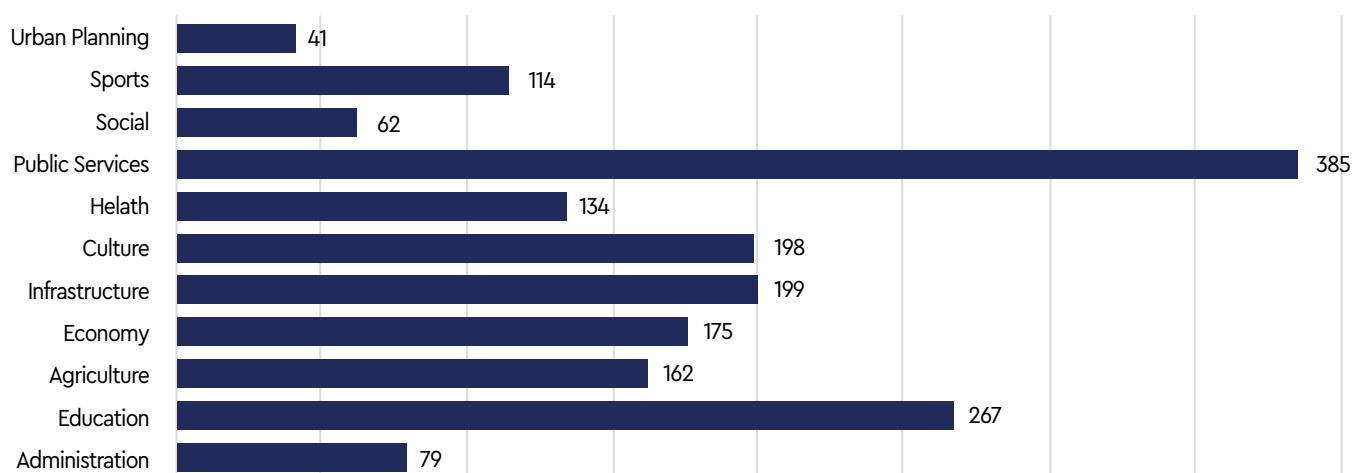
Source: MPMP distribution by groups (MLGA, Performance Report 2024)



Based on the number of indicators, the area of pre-university education has the highest number, with a total of 15 indicators. This is followed by the area of gender representation with 11 indicators, while the areas with the fewest indicators are culture, youth and sports, and disaster management, each with only two indicators.

Figura 4. Figure 4: Number of promises made (total 1,816) by area (total 11) for the 2021–2025 term.

Source: GAP Institute. "Municipal ID" Platform.



The number of elected mayors in elections is tied to the number of municipalities, meaning that every four years, 38 mayors begin a new term in office. In the October 2021 elections (for the 2021–2025 term), a total of 165 candidates ran for office. Of these, 158 were nominated by political parties, while the rest ran through civic initiatives or as independent candidates.⁸

During the last two terms (2017–2021 and 2021–2025), no electoral promises were registered from the candidates who won the position of mayor in 11 municipalities of Kosovo. These municipalities are: Gračanica/Gračanicë, Novo Brdo/Novobërdë, Ranilug/Ranillug, Parteš/Partesh, Klokot/Kllokot, Štrpce/Shtërpçë, Mitrovica/Mitrovicë North, Leposavić/Leposaviq, Zvečan/Zveçan, Zubin Potok and Mamuša/Mamushë/Mamuša.⁹ This situation arose because political parties representing the Kosovo Serb community did not conduct active on-the-ground campaigns, did not have a written electoral program, and were not represented in televised debates to present their vision for the respective municipalities. As a result, there were no electoral promises made in any of these municipalities.

In the 2021 local elections, a change of power from one party to another occurred in 12 municipalities: Prishtinë/Priština, Shtime/Štimlje, Gjilan/Gnjilane, Kamenicë/Kamenica, Mitrovicë/Mitrovica South, Prizren, Hani i Elezit/Elez Han, Vushtrri/Vučitrn, Dragash/Dragaš, Junik, Mamuša/Mamushë/Mamuša, and Skenderaj/Srbica. Meanwhile, in 11 other municipalities, there was a change in the mayor, but the ruling party remained the same as in the previous term. As a result, 15 out of a total of 38 mayors secured a continuation of their term for the 2021–2025 period.

Excluding the 11 municipalities where no active on-the-ground campaign was conducted and no electoral promises were made, the 27 current mayors for the 2021–2025 term made a total of 1,816 promises. The area with the highest number of promises is public services, with 385 promises, followed by education with 267 promises.

In the areas of culture and infrastructure, a similar number of promises were made: 198 promises in culture and 199 in infrastructure. Meanwhile, in the area of the economy, 175 promises were made during this term.¹⁰

Compared to the 2017–2021 term, when there were 67 promises in the area of healthcare, the latest term saw 134 promises in this area. Likewise, in agriculture, 162 promises were made during this term, compared to only 51 promises in the previous term. The area with the fewest promises is urban planning, with only 41 promises listed.

Analyzing promises by mayors, the Mayor of Prishtinë/Priština made the highest number of promises with 206, followed by the Mayor of Mitrovicë/Mitrovica South with 123 promises, the Mayor of Gjilan/Gnjilane with 109 promises, the Mayor of Shtime/Štimlje with 107 promises, and the Mayor of Kaçanik/Kaçanik with 94 promises, and so on. The Mayor of Viti/Vitina made the fewest promises for this term—only 19—unlike the previous term when he had made the highest number of promises.¹¹

8 Central Election Commission. Local Elections 2021. [Candidates' List](#).

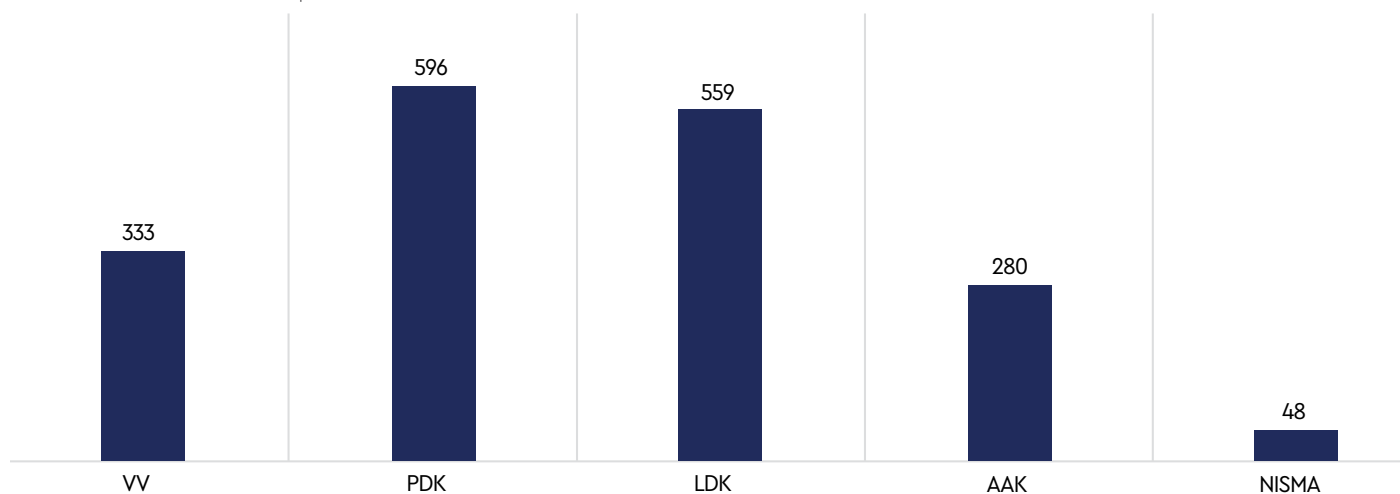
9 GAP Institute. [Municipal ID](#).

10 Ibid.

11 Ibid.

Figura 5. Figure 5: Distribution of electoral promises by political parties leading respective municipalities for the 2021–2025 term

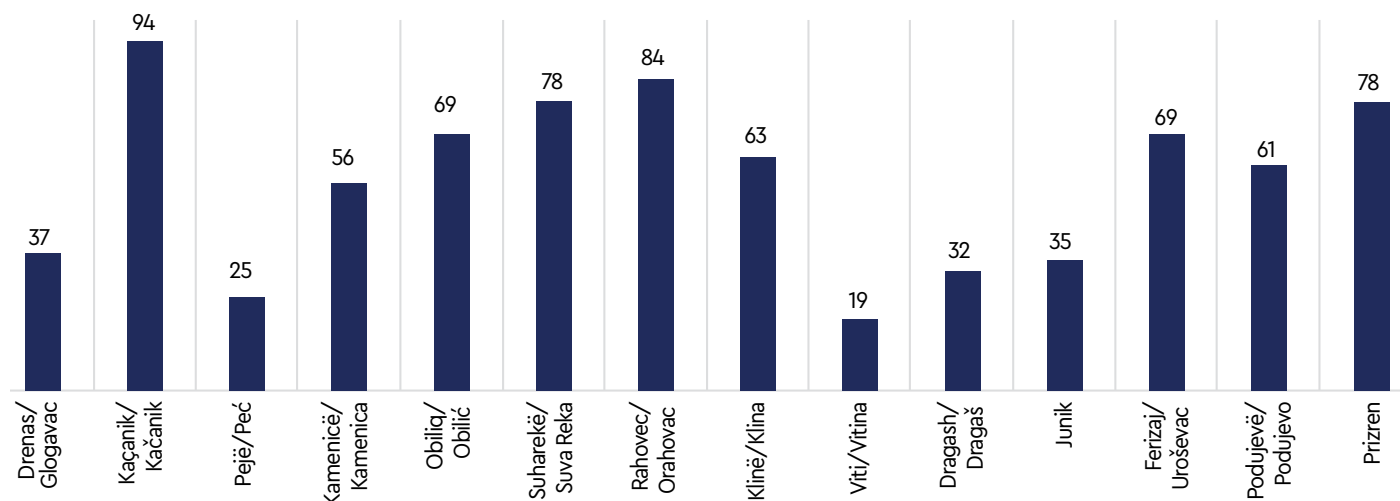
Source: GAP Institute. "Municipal ID" Platform.



Candidates from the Vetëvendosje political party won municipal leadership positions in four municipalities (Kamenicë/Kamenica, Gjilan/Gnjilane, Shtime/Štimlje, and Podujevë/Podujevo). The Democratic Party of Kosovo (PDK) secured leadership in eight municipalities (Mitrovicë/Mitroica South, Skenderaj/Srbica, Drenas/Glogovac, Vushtrri/Vučitrn, Ferizaj/Uroševac, Kaçanik/Kaçanik, Hani i Elezit/Elez Han, and Prizren). The Democratic League of Kosovo (LDK) leads in nine municipalities (Prishtinë/Priština, Fushë Kosovë/Kosovo Polje, Obiliq/Obilić, Lipjan/Lipljane, Istog/Istok, Junik, Pejë/Peć, Viti/Vitina, and Dragash/Dragaš). The Social Democratic Initiative (Nisma Socialdemokrate) won leadership in one municipality (Malishevë/Mališevo).

Figura 6. Figure 6: Distribution of electoral promises by municipalities covered in the report

Note: No electoral promises were recorded in the municipality of Gračanica/Gračanicë.



Out of the 27 municipalities evaluated by GAP Institute in terms of electoral promises, 15 of them (included in this report, excluding Gračanica/Gračanicë due to the lack of electoral promises) account for 800 of the 1,816 total electoral promises. Among these 15 municipalities, the highest number of promises was made in the municipalities of Kaçanik/Kaçanik, Rahovec/Orahovac, and Prizren, while the lowest number of promises came from the municipalities of Viti/Vitina, Pejë/Peć, and Junik.

When evaluated by area, in these 15 municipalities (excluding Gračanica/Gračanicë), the highest number of promises was made in the area of public services, followed by education, agriculture, economy, and in fifth place, infrastructure.

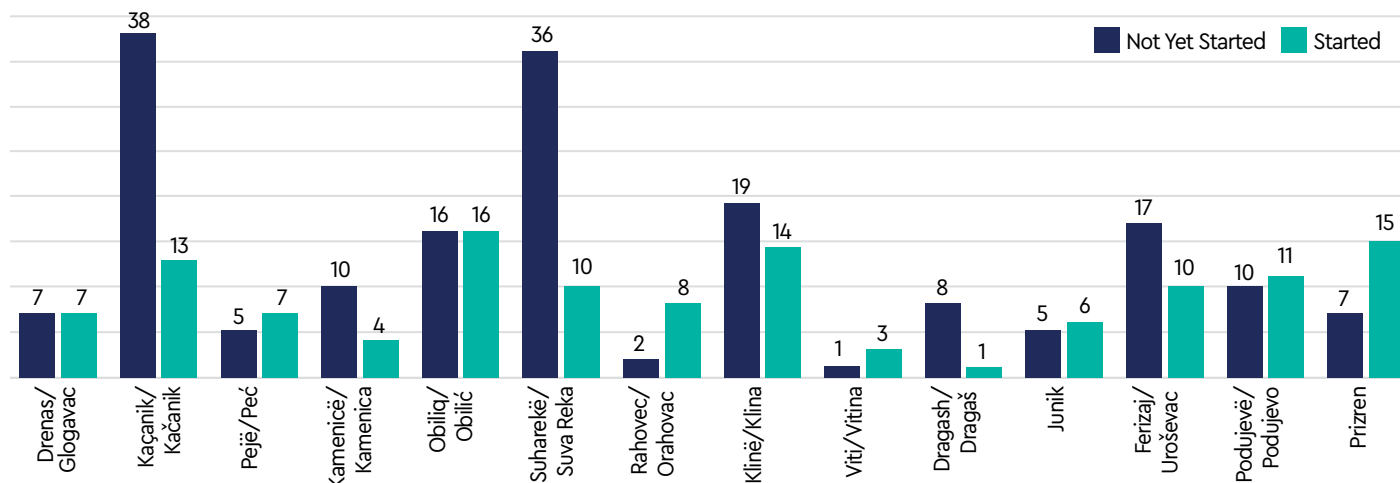
According to GAP Institute, the "Not Yet Started" rating refers to promises made by mayors where no concrete actions have been taken toward their fulfillment. GAP Institute does not analyze the reasons why a promise has not yet been initiated, as the rating is solely focused on whether a promise is being implemented or not. While the category "Started" is used for promises where, depending on the area and nature of the promise, a concrete action has been taken, but it is not yet sufficient for full fulfillment. Examples of such promises include signing contracts for the execution of works, starting work on the ground, announcing calls for scholarship or subsidy awards, or establishing a working group to address a specific issue or challenge. Similarly, legal/administrative acts whose progress has not moved beyond the draft stage or public consultation are also evaluated as "Started."

Based on GAP Institute data, from the 14 municipalities included and presented in Figure 7, the highest number of promises rated as "Not Yet Started" belong to categories such as: construction or expansion of water and sanitation systems, construction of new school and medical facilities, creation of new parks, construction of wastewater treatment plants or incubators, establishment of economic zones or industrial parks, reform of the administration, and promises in the area of urban planning, such as drafting and approving regulatory plans, finalizing the zoning map, strengthening and expanding the legalization process for illegal constructions, and developing sectoral plans and strategies aimed at spatial or environmental issues.

The nature of promises classified as "Started" typically includes investments in cultural heritage areas (such as the restoration of sites), investments or changes in public transportation, enhancing the role of women in decision-making or providing special support for women entrepreneurs, projects related to digitalization or the creation of electronic platforms, as well as promises where progress is unsatisfactory or work is still in the initial phase.

Figura 7. Figure 7: Number of promises rated as "Not Yet Started" and those rated as "Started" in the 14 municipalities included in this study.

Source: GAP Institute – "Municipal ID" Platform.



Clarification: The last update on the GAP Institute platform "Municipal ID Card" was made on June 30, 2024.

Table 1. Table 1: Alignment between electoral promises and areas in the Municipal Performance Management System

MPMS Indicator Area	Electoral Promise Area Associated with MPMS Area
Administrative Services	Electoral promises in this category are classified under "Administration."
Municipal Transparency	Electoral promises in this category are classified under "Administration."
Municipal Accountability	Electoral promises in this category are classified under "Administration."
Equality in Employment, Social and Family Services	Electoral promises related to social and family issues are categorized under "Social," while employment promises fall under the "Economy" category.
Culture, Youth, and Sports	Electoral promises in this category are classified under "Culture."
Disaster Management	Electoral promises in this category are classified under "Public Services."
Spatial Planning	Electoral promises in this category are classified under "Urban Planning."
Public Spaces	Electoral promises in this category are classified under "Public Services."
Road Infrastructure	Electoral promises in this category are classified under "Infrastructure."
Public Transport	Electoral promises in this category are classified under "Public Services."
Public Services	Electoral promises in this category are classified under "Public Services."
Environmental Protection	Electoral promises in this category are classified under "Public Services."
Gender Representation	Electoral promises in this category are classified under "Administration."
Pre-University Education	Electoral promises in this category are classified under "Education."
Primary Health Care	Electoral promises in this category are classified under "Health."
Local Economic Development	Electoral promises in this category are classified under "Economy."

The table above shows that the areas of electoral promises and the areas of the MPMS have a complex and not always uniform relationship. Some areas of the MPMS are directly related to the areas of electoral promises, while others are integrated into broader categories.

Alignment between the areas does not necessarily indicate a direct correspondence between the indicators and promises within those areas. For example, in the MPMS, there is the area of "Administrative Services," while in electoral promises, it is categorized as "Administration." Despite overlap, indicators and promises do not always correlate. MPMS indicators include administrative requests or applications processed during the year or administrative requests

or applications processed within legal deadlines, whereas electoral promises may involve promises such as increasing the number of municipal inspectors, establishing new departments, administrative reforms, eliminating bureaucracy, etc.

The areas that align between MPMS and electoral promises include administration, culture, infrastructure, public services, pre-university education, healthcare, and economy.

On the other hand, a significant number of MPMS areas, which are part of electoral promises, are integrated into the public services category. These include environmental protection, waste management, water and sanitation, public parking, public transport, public spaces, and disaster management. This shows that public services form a broad category within electoral promises. Another cluster of MPMS areas, including gender representation, municipal accountability, municipal transparency, and administrative services, are integrated into the administration area in electoral promises. MPMS offers a detailed breakdown, whereas electoral promises group areas into broader categories.

1.2 How Electoral Promises Align with Municipal Performance Indicators

The comparison and evaluation of the 14 municipalities included in this report reveal that, of 800 promises made, 166 promises (21%) are fully or partially aligned with MPMS indicators, while 634 promises (79%) show no correlation with the municipal performance management system indicators.

The three municipalities with the best alignment between promises and MPMS are: Prizren with 33%, Obiliq/Obilić and Suharekë/Suva Reka with over 25%. Whereas the three municipalities with the poorest alignment between promises and the MPMS are Viti/Vitina (6.3%), Klinë/Klina (15%), and Drenas/Glogovac (15%)

The alignment between electoral promises and indicators, as well as their impact on the performance grant, varies across different municipalities. Thus, even though Drenas/Glogovac ranks among the municipalities with a low level of alignment between promises and indicators, this municipality has consistently demonstrated high performance results, ranking first in 2019, 2020, and 2023.¹²

On the other hand, Prizren has shown a higher correlation between electoral promises and the indicators of the Municipal Performance Management System (MPMS). During this period, the Municipality of Prizren ranked higher in the Municipal Performance Grant (MPG), suggesting that effective municipal management and the fulfillment of electoral promises are key factors in securing additional funds and ensuring the sustainable development of municipalities.¹³

The municipalities included in this report with the highest number of electoral promises are: Kaçanik/Kaçanik with 94 promises, Rahovec/Orahovac with 84 promises, Prizren with 78 promises, and Suharekë/Suva Reka with 78 promises. While the municipalities with the fewest electoral promises are Viti/Vitina with 19 promises, Pejë/Peć with 25 promises, and Dragash/Dragas with 32 promises.

Thus, the level of alignment between promises and MPMS indicators in each municipality is as follows:

- In the Municipality of Drenas/Glogovac, the promises made align with only 15% of MPMS indicators. Specifically, out of the 37 promises made in this municipality for the 2021-2025 term, 5 align fully with MPMS indicators, 9 align partially, and 23 have no alignment at all.

¹² Koha.net. [Drenas Leads by Performance](#). September 16, 2020.

¹³ Ministry of Local Government Administration. Report: Allocation of Municipal Grants for 2025 based on Municipal Performance for 2023

- In the Municipality of Pejë/Peć, the promises made align with 16% of MPMS indicators. Specifically, out of the 25 promises made in this municipality for the 2021–2025 term, 10 align fully with MPMS indicators, 5 align partially, and 10 have no alignment.
- In the Municipality of Obiliq/Obilić, the promises made align with 25.5% of MPMS indicators. Namely, out of 69 promises, 5 align fully, 19 partially, and 45 have no alignment with MPMS.
- In the Municipality of Rahovec/Orahovac, the promises made align with 17% of MPMS indicators. Specifically, out of 84 promises, 13 align fully, 3 partially, and 68 have no alignment with MPMS.
- In the Municipality of Viti/Vitina, the promises made align with 6.3% of MPMS indicators. In this municipality, there were 19 promises made, of which the 3 align fully, 3 partially, while 13 have no alignment with MPMS.
- In the Municipality of Junik, the promises made align with 21% of MPMS indicators. Out of 35 promises, 5 align fully, 15 partially, and 15 have no alignment with MPMS.
- In the Municipality of Ferizaj/Uroševac, the promises made align with 17% of MPMS indicators. Namely, out of 69 promises, 6 align fully, 10 partially, while 53 have no alignment with MPMS.
- In the Municipality of Podujevë/Podujevo, the promises made align with 23% of MPMS indicators. Specifically, out of 61 promises, 11 align fully, 11 partially, while 39 have no alignment with MPMS.
- In the Municipality of Prizren, the promises made align with 33% of MPMS indicators. Namely, out of 78 promises, 16 align fully, 15 partially, and 47 promises have no alignment with MPMS.
- In the Municipality of Dragash/Dragaš, the promises made align with 17% of MPMS indicators. Specifically, out of 32 promises, 7 align fully, 9 partially, while 16 have no alignment with MPMS.
- In the Municipality of Klinë/Klina, the promises made align with 15% of MPMS indicators. Namely, out of 63 promises, 6 align fully, 8 match partially, while 49 promises have no alignment with MPMS.
- In the Municipality of Suharekë/Suva Reka, the promises made align with 25.5% of MPMS indicators. Out of 77 total promises made by this municipality, 6 align fully, 18 partially, and 53 have no alignment to MPMS indicators.
- In the Municipality of Kamenicë/Kamenica, the promises made align with 20% of MPMS indicators. Out of 56 promises, 4 align fully, 15 partially, while 35 have no alignment with MPMS.
- In the Municipality of Kaçanik/Kaçanik, the promises made align with 20% of MPMS indicators. Namely, out of 94 promises, 12 align fully, 7 partially, and 75 have no alignment at all with MPMS.

Table 2. Alignment between electoral promises and MPMS indicators by municipality

✖ – There is no alignment between any promise and the specific indicator in MPMS

● – There is a full alignment between a promise and the specific indicator in MPMS

◐ – There is partial alignment between a promise and the specific indicator in MPMS

MPMS Indicators	Municipality													
	Drenas/Glogovac	Kaçanik/Kaçanik	Pejë/Peć	Kamenicë/Kamenica	Obiliq/Obilić	Suharekë/Suva Reka	Rahovec/Orahovac	Klinë/Klina	Viti/Vitina	Dragash/Dragaš	Junik	Ferizaj/Uroševac	Podujevë/Podujevo	Prizren
Administrative requests reviewed during the year	✖	✖	✖	●	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖
Administrative requests reviewed within legal deadlines	✖	✖	✖	◐	✖	✖	✖	✖	✖	✖	✖	◐	✖	✖
Electronic administrative services provided by the municipality	●	✖	✖	◐	◐	●	●	✖	✖	●	✖	◐	◐	◐
Publication of notices for holding 2 public meetings	◐	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖
Citizen participation in public consultations	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖
Addressing citizens' requests in budget meetings	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖
Municipal acts and documents consulted with the public	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖
Public hearings on the MTBF, municipal budget, and participatory budgeting	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	◐	✖	●
Publication of reports on public consultation processes	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	●
Functioning of local councils	●	✖	✖	◐	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖
Timely approval of the proposed annual municipal budget	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	◐	✖	●
Discussion of quarterly budget reports by the Municipal Assembly	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	●
Discussion of the municipal performance report by the Municipal Assembly	✖	✖	✖	◐	✖	✖	✖	✖	✖	✖	✖	✖	✖	●
Discussion of the external auditor's report and action plan	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖
Implementation rate of internal auditor's recommendations	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖
Municipal Assembly meetings with the participation of the mayor	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖

Implementation rate of the procurement plan	✗	✗	✗	◐	✗	✗	✗	✗	✗	✗	✗	✗	✗	●
Percentage of payments processed within the legal 30-day deadline	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	●
Implementation rate of recommendations from the National Audit Office	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Reporting the Annual Integrity Plan to the Municipal Assembly	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Preparation of the personnel development plan	✗	✗	✗	◐	✗	◐	✗	✗	✗	●	.	✗	✗	◐
Employees with special needs in municipal institutions	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Public officials employed from non-majority communities	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Families in need who have been provided with social housing	✗	◐	✗	✗	◐	◐	✗	✗	✗	✗	✗	✗	◐	◐
Children in need of housing who have been provided with foster care	✗	✗	✗	◐	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Three-year municipal program for social housing	✗	✗	✗	✗	◐	◐	✗	✗	✗	✗	✗	✗	✗	✗
Space for sports activities per capita	●	◐	◐	✗	✗	◐	●	◐	✗	✗	✗	✗	●	◐
Cultural, youth, and sports activities organized with municipal budget	●	●	✗	✗	◐	◐	✗	◐	✗	✗	✗	✗	●	◐
Implementation rate of the Municipal Emergency Response Plan	✗	●	✗	✗	✗	◐	✗	◐	✗	✗	✗	✗	✗	✗
Interventions for protection from natural disasters and other emergencies	✗	✗	✗	✗	✗	◐	●	✗	✗	✗	✗	✗	✗	✗
Area of municipal territory covered by development plans	✗	✗	●	✗	✗	◐	●	✗	✗	◐	✗	✗	✗	◐
Building permit requests reviewed	✗	✗	✗	✗	◐	✗	◐	✗	✗	✗	✗	✗	✗	✗
Buildings inspected for compliance with construction permits	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Public green spaces (m ²) per capita	✗	●	✗	✗	◐	◐	●	●	◐	◐	◐	◐	●	◐
Area of public spaces that are regularly maintained	✗	✗	✗	✗	◐	✗	✗	✗	✗	✗	◐	◐	✗	✗
Public spaces equipped with public lighting	◐	●	●	✗	✗	◐	●	●	✗	●	◐	◐	●	◐
Local roads maintained during the summer season	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Local roads maintained during the winter season	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Length of local roads equipped with sidewalks	✗	✗	●	✗	◐	◐	✗	●	◐	●	◐	✗	●	◐
Length of local roads equipped with public lighting	◐	●	●	✗	◐	◐	●	●	◐	✗	◐	●	✗	✗

Length of local roads equipped with vertical and horizontal signage	✗	●	✗	✗	✗	✗	●	✗	●	●	✗	✗	✗	✗
Roads with bicycle lanes	✗	●	✗	◐	✗	◐	●	●	●	●	●	●	●	●
Local roads resurfaced	●	●	●	◐	◐	◐	✗	●	●	●	●	●	●	✗
Implementation of the municipal local public transport plan	✗	◐	✗	◐	●	✗	✗	✗	✗	✗	◐	✗	◐	●
Settlements included in local public transport	✗	✗	✗	◐	●	✗	✗	✗	✗	✗	✗	✗	✗	●
Designated stops for public transport vehicles	✗	✗	✗	✗	●	✗	◐	✗	✗	✗	✗	✗	✗	●
Implementation of the water supply system construction and maintenance plan	◐	✗	◐	✗	◐	◐	✗	✗	✗	◐	✗	◐	◐	◐
Implementation of the municipal waste management plan	◐	✗	◐	✗	◐	◐	✗	✗	✗	✗	◐	◐	◐	◐
Implementation of the municipal waste management plan	✗	●	✗	✗	✗	✗	✗	✗	✗	◐	✗	◐	✗	◐
Adherence to the waste collection schedule	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Collection of waste management fees	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Implementation of the local environmental action plan	✗	✗	✗	✗	✗	✗	✗	◐	✗	✗	✗	✗	✗	✗
Municipal environmental permits issued	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Women employed in municipal institutions/administration	◐	✗	●	✗	◐	✗	✗	✗	✗	✗	●	✗	✗	◐
Women in leadership positions in institutions	✗	✗	●	●	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Women appointed to political positions in the municipality	✗	✗	✗	●	✗	✗	✗	✗	✗	✗	●	✗	✗	✗
Gender equality in street naming	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Property registration in the names of both genders	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Public nurseries and kindergartens in rural areas per 10 000 residents	✗	◐	✗	✗	◐	✗	◐	◐	✗	✗	◐	●	◐	◐
School space (m2) per student	✗	●	◐	◐	◐	◐	✗	✗	✗	◐	◐	●	●	◐
Schools equipped with ICT labs	◐	●	✗	◐	✗	●	✗	✗	✗	✗	◐	●	●	✗
School buildings with energy efficiency measures	✗	✗	✗	✗	✗	✗	●	✗	✗	✗	✗	✗	✗	✗
Security/Safety in pre-university education institutions	✗	●	✗	✗	◐	✗	✗	✗	✗	✗	◐	✗	●	◐
Infrastructure conditions in educational institutions	◐	✗	◐	✗	●	●	●	◐	✗	✗	◐	✗	●	●
Teachers meeting licensed qualification criteria	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Gross enrollment rate in Grade 1	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Access rate – transition from Grade 9 to Grade 10	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗

Attainment testing results for Grade 9	×	×	×	×	×	×	×	×	×	×	×	×	×
Pass rate in the national Matura exam for Grade 12	×	×	×	×	×	×	×	×	×	×	×	×	×
School dropout rate among students	×	×	×	×	×	×	×	×	×	×	×	×	×
Completion rate of planned school hours	×	×	×	×	×	×	×	×	×	×	×	×	×
PHC facility space (m2) per 10 000 residents	×	×	×	×	×	×	×	×	×	×	×	×	×
PHC facilities equipped according to the Administrative Instruction	×	×	●	×	◐	×	×	×	×	×	×	×	×
Family Physician-Nurse ratio per resident	×	×	×	×	×	×	×	×	×	×	×	×	×
Percentage of the budget allocated to PHC	×	×	×	×	×	×	×	×	×	×	×	×	×
Number of patient visits to PHC facilities per capita	×	×	×	×	×	×	×	×	×	×	×	×	×
Children included in the immunization program	×	◐	×	●	◐	●	×	×	×	◐	◐	×	◐
Provision of specialized healthcare for women and children	◐	×	×	◐	×	×	×	×	×	◐	◐	×	◐
Local economic development plan	×	×	×	×	●	●	●	×	×	◐	●	×	◐
Preparation of the municipal property leasing list	×	×	×	×	×	×	×	×	×	×	×	×	×
Rate of property tax register updates	×	×	×	×	×	×	×	×	×	×	×	×	×
Property tax collection rate	×	×	×	×	×	×	×	×	×	×	×	×	×
Parking spaces for motor vehicles within the municipality	×	×	◐	×	×	×	×	×	×	×	×	×	◐
Parking spaces designated for taxis	×	×	×	×	×	×	×	×	×	×	×	×	×
Number of parking spaces for people with disabilities	×	×	×	×	×	◐	×	×	×	×	×	×	×
Settlements covered by the wastewater treatment system	×	◐	●	◐	×	●	●	◐	×	◐	◐	×	◐
Households with access to waste collection services	×	◐	×	×	×	×	×	◐	×	×	×	×	×
Amount of waste deposited (kg) per capita	×	×	×	×	×	×	×	×	×	×	×	×	×
New buildings with implemented municipal environmental permits	×	×	×	×	×	×	×	×	×	×	×	×	×
Gender equality among municipal committee members	×	×	×	×	×	×	×	×	×	×	×	×	×
Gender equality in the composition of local councils	×	×	×	×	×	×	×	×	×	×	×	×	×
Women's participation in public consultations	×	×	×	×	×	×	×	×	×	×	×	×	×
Municipal gender equality plan	×	×	×	×	×	×	×	×	×	×	×	×	×
Implementation of measures to streamline/ reduce administrative burdens	×	×	×	×	×	×	×	×	×	×	×	×	×

Source: GAP, MPMS Indicators and Electoral Promises, "Municipal ID"

The MPMS indicator 'Roads with bicycle lanes' aligns fully in nine out of 14 municipalities, 'Local roads resurfaced' in eight out of 14 municipalities, and 'Public spaces equipped with street lighting' in five municipalities. Additionally, the indicator "Public green spaces (m²) per capita" is encountered in eight municipalities. The indicator "Settlements covered by the wastewater treatment system" is encountered in seven municipalities. Similarly, the indicator "Implementation of the water supply system construction and maintenance plan" is encountered in seven municipalities.

For 35 indicators, out of a total of 94, no electoral promises are encountered in the 14 municipalities analyzed. These include: citizen participation in public consultations, addressing citizens' requests in budget meetings, municipal acts and documents consulted with the public, publication of reports on public consultation processes, discussion of the external auditor's report and action plan, implementation rate of internal auditor's recommendations, percentage of payments processed within the legal 30-day deadline, employees with special needs in municipal institutions, public officials from non-majority communities, buildings inspected for construction permit compliance, local roads maintained in summer, local roads maintained in winter, adherence to the waste collection schedule, waste management fee collection, property tax indicators, gender equality in street naming and municipal committee appointments, and most health sector indicators.

The absence of these indicators from electoral promises can be explained by four factors:

1. Most of these indicators are related to administrative and technical processes in municipal management, which are not seen as "appealing" from an electoral campaign perspective. Candidates typically prefer to focus on more tangible and visible promises, such as building new roads or opening schools, rather than on internal administrative processes.
2. These indicators often require long-term, structural reforms that are difficult to present to the public as quick electoral promises. For example, improving public consultation processes or enhancing transparency in financial management are complex processes that require time and continuous effort, and they do not seem to be essential for attracting citizens' votes.
3. The fact that social issues such as gender equality and the employment of people with special needs are not prioritized during campaigns, compared to areas like infrastructure and public services, is notable.
4. Indicators related to internal financial management and auditing, although essential for the effective functioning of the municipality, are often neglected in electoral promises. This is because they are viewed as "internal" matters rather than issues that address the practical needs of citizens.

Out of the 94 indicators of the MPMS, six of them are strongly aligned to the majority of electoral promises in the 14 municipalities included in this report. The indicators with the highest level of alignment to promises are public spaces equipped with public lighting, roads with bicycle lanes, resurfaced local roads, local economic development plan, improvement of conditions in the pre-university education system, settlements included in the wastewater treatment system, and the indicator on meeting infrastructure conditions in educational institutions.

To assess the alignment or lack thereof between the MPMS results and the evaluation of electoral promises by GAP Institute, an overview of this alignment will be provided below for the three MPMS indicators that have shown the widest reach among the municipalities covered by this report.

The indicator "Public spaces equipped with public lighting" was found to be fully aligned with the promises made in Kačanik/Kaçanik, Rahovec/Orahovac, Viti/Vitina, Klinë/Klina, Junik, and Podujevë/Podujevo. The results achieved by these municipalities on this indicator

during 2022 and 2023 are as follows: In 2022, Kačanik/Kaçanik scored 67.70 out of 100 points, while in 2023, the score increased to 71. According to electoral promises, Kačanik/Kaçanik's commitment was the "Finalization of the municipality's primary roads with public lighting." In 2022, this promise was rated as "Not Yet Started," while in 2023, it was rated as "Started." MPMS evaluates the entire territory (areas) covered by public lighting, regardless of when the lighting was installed and made operational, whereas GAP Institute evaluates only the projects and investments made from the start of the term onward.

In 2022, Rahovec/Orahovac had a score of 39.2 in MPMS, while in 2023, it was scored with 96.69—an increase of over 57 points compared to the previous year. This MPMS assessment completely aligned with GAP's assessment in 2022 when it was rated as "Started" and in 2023 when it was marked as "Fulfilled." This indicates that Rahovec/Orahovac successfully implemented or invested in the installation or expansion of public lighting in many areas. In the Municipality of Klinë/Klina, this indicator was rated at 100 points in both 2022 and 2023, while the promise was assessed "Started" in both years. This situation arises due to the same explanation as in the case of Kačanik/Kaçanik, where GAP evaluates only the projects and investments made from the start of the term onward, while MPMS assesses the entirety of investments, regardless of their timing.

Meanwhile, Junik was evaluated with 100 points in both 2022 and 2023, whereas Podujevë/Podujevo received a score of less than one point in both years. Regarding the electoral promise, Junik was rated as "Started" in both years, while Podujevë/Podujevo was rated as "Partially Fulfilled" in 2022 and "Fulfilled" in 2023. This discrepancy in the case of Podujevë/Podujevo highlights the need for a more detailed and comprehensive evaluation under MPMS, as GAP's data indicate dozens of roads, neighborhoods, villages, and settlements that have been included in the public lighting system. Consequently, the score of less than one point in MPMS does not seem accurate, potentially due to how the municipality reported the data.

The next indicator, "Roads with Bicycle Lanes," was identified as a promise in Kačanik/Kaçanik, Rahovec/Orahovac, Klinë/Klina, Viti/Vitina, Junik, Ferizaj/Uroševac, Podujevë/Podujevo, and Prizren. In Kačanik/Kaçanik, this indicator scored zero points in 2022 but increased to 4.23 points in 2023 according to MPMS. Meanwhile, GAP's monitoring of the electoral promise in this municipality showed a rating of "Started" in 2022 and "Partially Fulfilled" in 2023. This difference in evaluation between MPMS and the electoral promise stems from the fact that the promise included the creation of a cycling lane, road rehabilitation, and sidewalk construction on "Murat Lika" Street. According to field data, the road and sidewalk were partially completed, and the cycling lane was marked but actual work on the ground had not yet started. If the assessment of the promise had considered only the cycling lane, then the evaluation results between MPMS and the promise would have aligned. In Rahovec/Orahovac, this indicator was evaluated in both 2022 and 2023 with 8.27 points by MPMS. Meanwhile, the electoral promise was rated as "Partially Fulfilled." In Klinë/Klina, the indicator was 24.44 points in 2022 but less than one point in 2023 according to MPMS. This discrepancy could be due to a scoring error in MPMS or how the municipality reported the data. Regarding the electoral promise, the indicator was rated as "Partially Fulfilled" due to the identification of the relevant area and partial investment in building the cycling lane. In Viti/Vitina, the indicator scored zero points in 2022 and 57.76 points in 2023 according to MPMS. The electoral promise was also rated as "Partially Fulfilled." In Junik, the indicator "Roads with Bicycle Lanes" received a score of 9.73 points in 2022 and 17.71 points in 2023 according to MPMS. Meanwhile, the electoral promise was evaluated as "Partially Fulfilled." In Ferizaj/Uroševac, the indicator was scored 16.98 points in 2023, while no data was available for 2022 because the municipality refused to report data to MPMS. For electoral promises, the indicator was also rated "Partially Fulfilled." In Podujevë, MPMS evaluated this indicator at 1.14 points in 2022 and 3.85 points in 2023. However, the electoral promise was rated "Fulfilled," as evidence showed cycling lanes were created on at least four city roads, covering a total length of up to 6 km. In Prizren, the indicator scored 27.43 points in 2022 and 28.11 points in 2023 according to MPMS. The electoral promise was rated "Partially Fulfilled," but this assessment reflected the broader scope of the promise, which involved more than just the construction of cycling lanes.

The next indicator, "Local roads resurfaced," was identified in Drenas/Glogovac, Kaçanik/Kaçanik, Pejë/Peć, Klinë/Klina, Viti/Vitina, Dragash/Dragaš, Junik, Ferizaj/Uroševac, and Podujevë/Podujevo. Given that many of these municipalities were previously discussed, only data for Drenas/Glogovac and Pejë/Peć are presented here. In Drenas/Glogovac, this indicator received a score of 100 points in both 2022 and 2023 from MPMS. Similarly, the electoral promises were largely rated as "Fulfilled." The same applies to Kaçanik/Kaçanik for both MPMS and the electoral promise. In Pejë/Peć, the indicator scored 73.03 points in 2022 and 53.44 points in 2023 from MPMS. The electoral promise, monitored by GAP, was rated "Partially Fulfilled," indicating a complete alignment between the two evaluations.

The final indicator, "Local Economic Development Plan," was identified in Obiliq/Obilić, Rahovec/Orahovac, Junik, and Prizren. This indicator was active in 2022 but was removed during the 2023 review of MPMS indicators, reducing the total from 119 to 94. In Obiliq/Obilić in 2022, the indicator was scored zero points in MPMS. Electoral promises, however, were rated "Started" in 2022 due to the establishment of a working group and initial public consultations. In Rahovec/Orahovac, the indicator received 100 points from MPMS, and the same assessment of "Fulfilled" was given to the electoral promise. The same rating, on both sides, applies in Junik. Meanwhile, in Prizren in 2022, the indicator received zero points in MPMS and an identical rating in GAP's municipal platform for electoral promises.

Conclusion

The analysis of the alignment between electoral promises and the Municipal Performance Management System (MPMS) in 15 municipalities of Kosovo reveals important insights in both areas. Of the 800 promises analyzed, only 21% fully align with MPMS indicators, while 79% show no correlation with any performance indicators.

The alignment between electoral promises and indicators, as well as their impact on the performance grant, varies across different municipalities.

Notably, 35 out of 94 MPMS indicators are not reflected in electoral promises. This absence is particularly evident in indicators related to administrative processes, technical matters, and social issues.

The findings of this report reveal a structural mismatch between what is measured in the MPMS and what is promised during electoral campaigns. While MPMS focuses on technical and measurable aspects of municipal performance, electoral promises often target concrete projects for specific areas, neighborhoods, and villages. This creates a situation where the success of a municipality may be measured differently from the MPMS perspective compared to the public perception of promise fulfillment.

Moreover, there are clear mechanisms for measurement and evaluation in MPMS, whereas electoral promises are not subjected to a standardized monitoring system, except for the periodic assessments conducted by GAP Institute since 2009.

Comparing the areas of performance and electoral promises highlights significant differences in approach and measurement. In the social area, MPMS focuses on measuring the employment of certain groups and the provision of basic social services, while electoral promises are more ambitious, including the construction of facilities for social services, family housing, and financial support. In urban planning, MPMS focuses on the maintenance of public spaces and parks, while electoral promises emphasize the development of regulatory plans, zoning maps, and transparency in construction permits. This highlights the gap between what is measured and what is promised. Infrastructure represents the area with the highest alignment between the two systems. Both MPMS and electoral promises follow similar parameters, such as road asphaltting, sidewalk construction, public lighting, and related infrastructure. This accounts for the higher number of promises fulfilled in this area. A similar pattern is observed in other areas where there is alignment between MPMS and electoral promises.



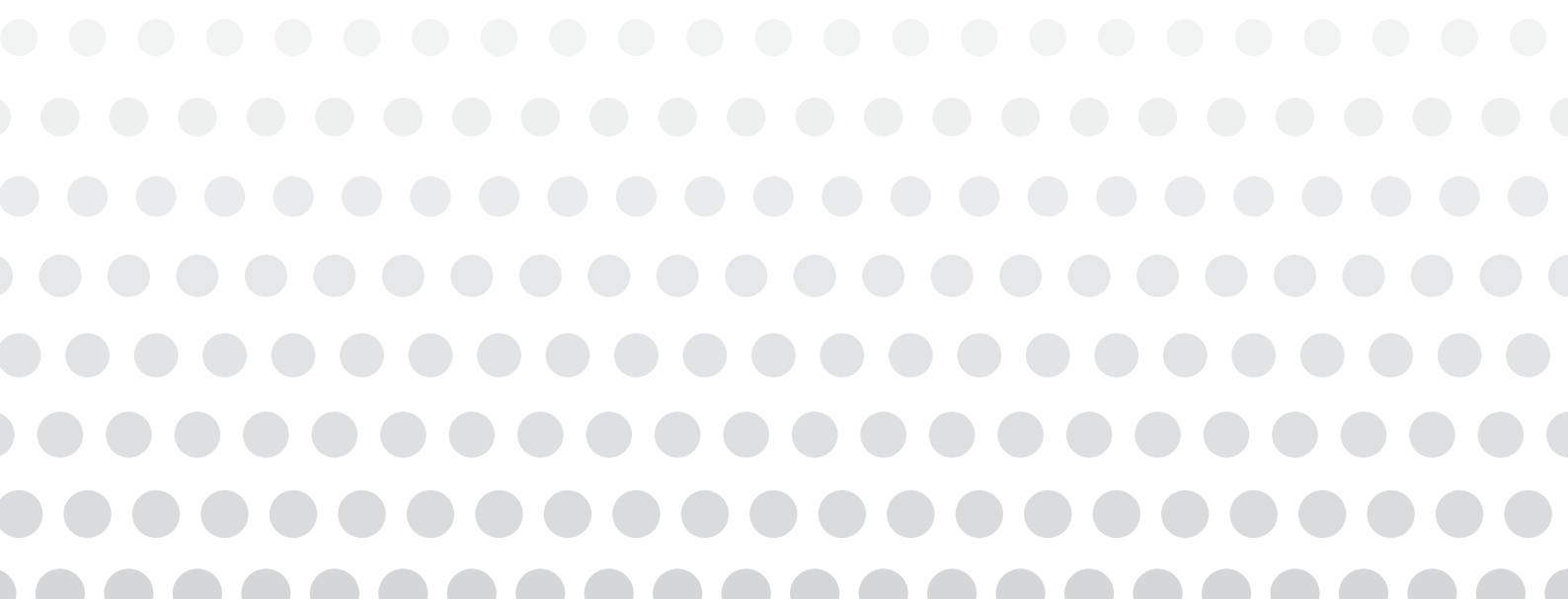
GAP Institute is a Think Tank established in October 2007 in Kosovo. GAP's main goal is to attract professionals to create an environment of professional development and research, as seen in similar institutions in Western countries. This also provides Kosovars with opportunities to research, develop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

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