



ASSOCIATION OF KOSOVO MUNICIPALITIES

2016 PROGRESS REPORT EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

In 2016, the Association of Kosovo Municipalities has engaged in representing and protecting municipalities' interests, in providing advanced services and in improving municipalities' performance, in consolidating and empowering the new AKM bodies and in ensuring a good financial performance. These activities are based on the AKM Strategic Plan 2016-2020, on the 2015 Annual Plan as well as on specific priorities set by the governing bodies.

Taking into consideration that the AKM Strategy 016-2020 is composed by these main lines: (1) Advocacy and proactive lobbying, (2) Effective capacity building, (3) Improved service delivery and (4) Organizational efficiency, AKM has followed these lines in preparing the 2016 Annual Plan, as well.

As regards to the first line of the strategy, AKM through its annual activities presented in the 2016 Annual Work Plan, has managed to achieve up to 68% of the targeted objective. During this year, in this field, AKM has been challenged by central institutions (Government and Parliament) which are not adhering to their legislative agenda, for some laws which have not been processed for amendment, such as the Law on Local Self-Government; where AKM was not been able to give its comments and recommendations as planned. Hence, it is noticed that there is a lack of inter-ministerial coordination and as well as between international partner organizations in harmonization of positions on issues affecting local level (details to be found at page 7).

On effective capacity building, as the second objective, AKM has undertaken a series of activities based on the Strategy, the AKM Annual Plan but, also on the DEMOS/SDC study, where a lot of trainings, study tours, workshops were conducted and organized. This year, the objective dealing with capacity building has been fully implemented and has been achieved on the basis of working with Mayors, Collegia, members of the Municipal Assemblies and other local officials. Despite these results, it was observed that the challenge in this direction is the different approach of local and international institutions that provides training program despite the needs of municipalities and without coordination and needs assessment done directly with the beneficiaries of those trainings.

Related to the third objective, AKM has offered improved service delivery which had a direct impact on municipalities' performance through different forms. This has been implemented through analysis, researches, technical assistance and other studies dealing with provision of better services to their citizens. As a measuring indicator in implementation of this objective are researches done by local and international organizations that measure the perception and satisfaction of citizens with municipalities and other institutions, which researches have rank the local level higher than the central level. In this regard, the AKM challenge has been the imbalance between municipal requirements and budgetary possibilities of AKM for their fulfillment and in some cases unwillingness of the Central Government to respond to the needs of municipalities.

During 2016, AKM has fully met the objective of organizational efficiency according to the annual planning. In this regard, political structures of AKM, being completely stripped of their political raiment, have supported and represented the requirements of municipalities, regardless of their ethnical, political or gender affiliation. This unity of our structures has brought these positive results and which are successfully implemented by the executive part of AKM.

In 2016, in aspect of the membership fee collection, AKM not only has continued the positive trend but has managed to surpass all expectations in achieving this objective. Therefore, in 2016, the foreseen objective in our budget was 135,000€, AKM has achieved and surpassed this target by collecting 180,449 €.

The increasing demands of municipalities to the AKM on provision of uncovered services so far and their diversity is a new challenge especially for the coming years. These demands are coming as a result of representation and the strengthen support of AKM to the local level, where municipalities have emphasized their high reliability on AKM as the only mechanism that protects, lobbies and supports their demands at all levels and forums. In this context, the challenge remains on the overload work of the executive staff of AKM on meeting all the increased demands of municipalities year after year. Another challenging issue is the budget, since AKM with its own revenues can cover mainly the operative expenses whereas for the implementation of activities is still required budget support by the partners.

On the other hand, the strategic point that has challenged the AKM the most in its implementation is the effective capacity building at local level, mainly due to lack of coordination and especially when most of organizations dealing with local level wants to work with capacity building and where the effective results often lack but also create a situation where this activity loses its meaning in the view of the beneficiaries themselves.

Related to the 2016 Work Plan, AKM during this year has implemented over 90% of its plan. This plan has been reviewed after the first six months where it was observed that in some cases there were legislative actions not foreseen by the Legislative Agenda of the Government and the Parliament, especially on issues dealing with sub-legal acts, therefore our commitments and actions have been added in facing these changes. On the other hand, in 2016, by the AKM initiative, are drafted the Concept Document on the Draft-law on Allocation for Use and Exchange of the Immovable property of Municipality and the Draft-law on Treatment of Illegal Buildings and their finalization is expected during 2017.

At the first objective of the Work Plan, Lobbying and Advocacy, despite the AKM commitments, not all of our recommendations have been taken into account. This happens because in some cases the central level is developing its policies and is seeing the developments by the national angle and not only by the local angle.

Hence, during 2016 there were some deviations from the Work Plan with amendments of some defined laws since some line ministries have not planned them in their Legislative Agenda for 2016 and for this reason AKM did not have any activities and actions such as the Law on Local Self-Government.

During this period of lobbying, the AKM has been focused on: (1) the Draft Law on Allocation for Use and Exchange of Immovable Property of Municipality (a continued lobbying is being required in relation to the Draft Law); (2) the Draft Law on Treatment of Illegal Constructions; (3) the Draft Law on Inspection; (4) the Draft Law on Local Finance; and (5) the Draft Law Property Tax. The representatives of the Association of Kosovo Municipalities have participated in the National Economic Development Council led by Prime Minister of Kosovo, National Council on EU Integration and National Anti-Corruption Commission (both of these councils are led by the President of Kosovo), where AKM is representing the positions of Kosovo municipalities. The result achieved so far is that 68 % of AKM's recommendations and suggestions have been incorporated into the final draft laws adopted by the Parliament of Kosovo. Such a result can be regarded as satisfactory for the AKM.

The AKM Board and collegia have drafted their annual plans with priorities, commitments and targets, based on the legislative agenda of the Central Government. During the reporting period, 6 meetings were held in average by each collegium (some collegia have held even more meetings) and 32 meetings were held by collegia presidencies, hence developing and consolidating at least two positions for every collegium. In addition, the AKM has participated in the meetings of different Parliamentarian committees, for the purpose of making remarks, giving suggestions and reviewing draft laws during the legislation review.

Otherwise, achievements made during the reporting period that are worth mentioning involve the following:

- Draft Law on Inspections was not accepted by the AKM, and one of the major remarks related to the prior notice of inspection to economic entities at various levels of government. Short of AKM's recommendations, it could not be implemented in practice, because it was running counter to other laws in force and it would also hamper the work of inspection officials with very bureaucratic and multiple procedures.
- With regard to the Draft Law on Illegal Constructions, AKM's engagement has focused on:
 - 1) Municipalities' requests to divide and reduce the legalisation tax to 1.00 €;
 - 2) Provision of free legalisation for social cases and, as part of facilities for the citizens,
 - 3) Conduct of legalisation process by municipalities rather than private companies, due to the high cost, so that the municipalities can reach out to the people to carry out the legalisation.
- In terms of amending and supplementing the Law on Privatisation Agency of Kosovo (PAK), the AKM has managed to incorporate municipalities' request for the PAK to return the ownership of the municipal immovable property to the municipality and to cancel the liquidation process in cases when property belongs to the municipality, upon a decision taken by the Municipal Assembly.
- In terms of Job Catalogue of Civil Servants in Kosovo, the AKM has engaged in and given concrete recommendations to the working group to complement the Catalogue with the positions existing at the local level, which were not included there in the beginning. Had AKM and its collegia not been involved, many jobs and salary grades of civil servants from the local level would have been side-lined and municipalities would not have been consulted and included and their demands would have been left unaddressed.
- Following AKM's recommendations about the Draft Law on Allocation for Use and Exchange of Immovable Property of Municipality, the municipalities will have to follow more simplified procedures and will be able to enter into contractual relations with businesses,

which will contribute to municipal development, youth employment and municipal performance in general. AKM considers that these changes will make it easier for the municipalities to create a more attractive environment for both foreign and domestic investments in the future.

With the aim of discharging its statutory obligations, the Annual General Assembly and the meetings of the Council of Mayors and regular meetings of the Board of the AKM were held. Another segment is the adoption of the new AKM Strategic Plan 2016-2020. The Board has held 10 formal and several informal meetings. The Council of AKM Mayors has met in 6 regular meetings. It should be noted that, with the exception of the number of meetings mentioned above, the Board and the Council of the AKM have also had other meetings with the line ministries and the Prime Minister of Kosovo, which were co-organised with the AKM.

The AKM has maintained regular contacts and communication with the municipalities. More than 85 different letters, notifications, reports, replies, draft laws, draft regulations, recommendations, draft positions, etc. were sent to municipalities during the reporting period. AKM's web page is still being maintained on a daily basis. This year, AKM's new web page has been designed and developed with a new look and contents. All AKM's news and activities are being posted on its Facebook page regularly and its bulletin is being published on a bimonthly basis. It is worth mentioning here the activities that were carried out in the course of the "Week of Municipalities", where the AKM has, in cooperation with and with the support of the MLGA, DEMOS and GIZ, marked the 15th anniversary of its establishment and augmented its image as a representative of municipalities' interests.

In financial terms, the AKM has in 2016 managed to collect € 180,449, exceeding thus the set objective of € 135,000. Five out of Kosovo's six Serbian majority municipalities have paid their membership fee (Gračanica/Gračanica, Ranilug/Ranilug, Partesh/Parteš, Novobërdë/Novo Brdo and Klllokot/Klokot have paid, and Shtërpçë/Štrpce has defaulted).

Cooperation with its partners has helped AKM in its lobbying and advocacy efforts as well as in implementing many projects from which municipalities have benefited by receiving either financial support for projects, or services, training, workshops, exchange of experiences, etc. As the main institutional partner, the SDC has provided a core contribution to AKM's development and advancement. Projects were also implemented in cooperation with DEMOS, GIZ, NALAS, ACT/USAID, UNDP, UNICEF, Save the Children and other projects where supported by the European Commission, OSCE, etc. In addition, a meeting of AKM's Friends, which brings together main partners of Kosovo municipalities involved in the field of local government in Kosovo, were held.

The AKM has continued to represent municipalities' positions and interests and to contribute to the coordination of donors by participating regularly in the meetings of the steering committees of the major donor projects in the field of local governance and municipal services, such as those of SDC/DEMOS, SDC/RWSSP, GIZ/SMS, etc.

2. AKM's STRATEGIC OBJECTIVES FOR 2016

The bodies of the Association of Kosovo Municipalities have, in 2016 as well, pursued its objectives based on the AKM Strategy 2016/2020 and AKM Annual Plan. Major objectives for 2016 involve: representation and protection of municipalities' interests through lobbying and advocacy; provision of more advanced services and improvement of municipalities' performance; functionality of AKM bodies; financial viability; cooperation with partners by keeping AKM as a reference point; communication with municipalities and performance of AKM's administration.

3. DEVELOPMENT AND CONSOLIDATION OF POLICIES (POSITIONS)

In the course of the process so far, the Association of Kosovo Municipalities has aimed and managed to consolidate – through its bodies i.e. the Board, the Council of Mayors, the collegia and the commissions – its positions in relation to the central institutions, with the aim of developing policies that would help strengthen the role of the municipalities continuously.

This year, AKM's lobbying has focused on priority issues for the municipalities, such as: the Draft Law on Allocation for Use and Exchange of Immovable Property of Municipality, Draft Law on Treatment of Illegal Constructions, Draft Law on Inspections, Draft Law on Local Finance and Draft Law on Property Tax.

At the same time, positions and policies in the first half of the year were also consolidated for issues such as regulation of remuneration for the members of the Municipal Assembly by allowances rather than salaries (all the members of municipal assemblies in Kosovo, of the AKM member municipalities, were consulted about this position), the postponement of the deadline for the budget review until the 3rd of June by the MF (if it were not for the postponement, the municipalities would have lost funds, which would have resulted in a significant failure to implement capital projects in the interest of the citizens, because the timeline was short and the municipalities needed more time to review the budget) as well as participation of representatives of Association of Kosovo Municipalities in the National Economic Development Council and presentation of the positions of Kosovo municipalities.

The AKM has met regularly with the Board and the collegia to discuss annual work plans and priority engagements and objectives based on legislative agenda of the central government. Continued engagement in the implementation of collegia's strategies was also dealt with in earnest in the annual plans of the collegia. Another segment is the new AKM Strategy 2016/2020.

4. LOBBYING AND ADVOCACY

4.1 Lobbying

This year as well, the AKM has engaged in lobbying, as the main and most influential pillar for municipal authorities. In certain cases, AKM lobbying lasts for longer periods, even after the positions are consolidated with organisations and donors that deal with the local government in Kosovo. However, we are also facing the challenge of a change in donors' approach to various issues that have a direct bearing on AKM's lobbying processes. There was a case when a very important donor was in favour of decentralisation of a service at the municipal level, and now, for the sake of their projects and organisational sustainability, they have run counter to the positions and principles that they have held so far and are now supporting the central government in activities that do not contribute to the decentralisation of the service. This has placed the AKM in a very difficult position in relation to the donors. However, we hope that the donors will soon understand that AKM's main mission is to make sure that municipalities' viewpoints are highlighted and heard.

In addition, the AKM is also facing other continued challenges in terms of lobbying. Besides the fact that many organisations are involved in different projects that relate to local government and that their activities involve lobbying, they sometimes carry out overlapping activities, by working on documents and providing training and workshops that are similar to those of the AKM. In terms of lobbying, there was also a tendency to interfere on the part of the ministry that deals with the administration of municipalities. The MLGA has attempted to take an AKM objective in an attempt to create a mechanism similar to our professional mechanisms i.e. the collegia to review legal and sublegal acts at the stage of public discussions and then come up with recommendations and claim that they have been given by the MLGA. The MLGA has asked the financial support from DEMOS/SDC project for the initiative and, after the AKM has received a draft document for MLGA's discussion about the issue, the AKM has consulted DEMOS and SDC about it and, after those consultations, DEMOS has not supported the initiative financially. Hence, we believe that we have managed to prevent MLGA's initiative and attempt to copy the work that we have done for several years now and so impede our activities in the future, since lobbying is one of our main areas of focus in accomplishing AKM's objectives. Accordingly, the AKM, besides its day-to-day duties and engagements based on the annual plan, should also serve as a watchdog for all the organisations and institutions in order to see if somebody is trying to play the AKM's role.

Another challenge that has emerged this year is also the issue of human resource management, because municipal personnel managers have filed a request for establishing the Collegium of Municipal Personnel Managers. The request was reviewed and approved in April 2016, and the Collegium of Municipal Personnel Managers was established. Hence, the total number of AKM's professional collegia has now reached 13. It is worth noting that they were well-organised and that, if the AKM management remained oblivious to their request, they would have established a sort of personnel forum and performed their activities as a separate body, short of a coordination with the AKM. The field of personnel is related to employment procedures in municipalities, to the performance of civil servants, to capacity building, promotions, advancements, etc. Hence, the collegium will now assist the municipal civil

service in coordinating recruitment policies, activities that relate to capacity building and policies regarding draft laws that relate to civil service, salaries and other laws that have to do with the work of the civil servants in the professional field, certification of several categories of civil servants, etc. Therefore, it is expected that this collegium will be very important.

In conclusion, as regards to lobbying, unfortunately, besides its daily engagement in lobbying, representation and protection of municipalities' interests, capacity building, exchange of experiences between municipalities, organisation of conferences, workshops, etc., the AKM is being challenged by the need to spend energy and time in dealing with other issues that were mentioned above and that, in our opinion, do not contribute to the further development of the local democracy in Kosovo or to the strengthening of the local organisations who work for and on behalf of local authorities in Kosovo.

4.2 Draft Law on Inspections

Context

Draft Law on Inspections was drafted by the Ministry of Trade and Industry and is one of the key laws for the municipalities. The adoption of the law would make it easier for the municipalities to instate order, especially in commercial activities that are undertaken in the municipality. With the view of coordinating municipalities' positions on the Draft Law, several meetings between the Collegium of Inspection, AKM management and MTI officials were organised.

Achievements

It has been considered that MTI's concept of regulating municipal inspection was not accepted by the local level, **who have presented arguments supported with examples in practice**. A major observation related to the prior notification of inspection to economic operators, the receipt of the prior consent from the person in charge to conduct the inspection or the request for an authorisation to be issued by a competent court to enter the premises without the consent of the person in charge. The municipal inspection directors maintain that, as such, the law is not enforceable and will prove to be ineffective, as was and is the case with the Law on Trade Inspectorate. Therefore, having reviewed these remarks, the draft law was stopped and withdrawn from further discussion with interest groups. Upon AKM's recommendations, the document was sent back to the Ministry of Trade and Industry for reconsideration.

Impact

Taking into account the AKM's positions taken by consensus by the member municipalities, the adoption of the draft law will facilitate the functioning of the municipalities in the field of inspection, a field that is among the most important for the local government and that has a direct impact on the lives of the people. Otherwise, the draft law would not be implementable in practice without AKM's recommendations, because it would conflict several other laws that are in force and would also hamper the work of inspection officials due to very bureaucratic and multiple procedures.

Conclusion

Had the law been approved as such, it would have brought about situations of conflict between the people and the local institutions in Kosovo. This is another challenge for the AKM, because international organisations must be persuaded that, before embarking on preparation of laws, they should consider political, economic and social circumstances in Kosovo, because laws that are being drafted this way are proving to be unenforceable in practice.

4.3 Law on Treatment of Illegal Constructions (the new law)

Context

Since December 2013, when the Law on Treatment of Illegal Constructions was adopted, the legalisation process has faced continued challenges on the ground. Despite continuous suggestions by the AKM, the process should undergo some substantial changes in order to be successfully implemented, but the Ministry of Environment and Spatial Planning did not take them taken into account until it faced the moment of its complete failure, so, with the insistence of the AKM and following many meetings with the Minister of the MESP, the MESP took the initiative to redraft the Draft Law on Illegal Constructions eventually. It should be emphasised that more than 350.000 illegal constructions have been identified in Kosovo and that not even 5% of them have applied for legalisation in all the municipalities of Kosovo. This has made the Kosovo municipalities lobby for the amendment of the law at the central government, through the AKM. At the same time, we want to point out that the Minister of the MESP was very constructive concerning AKM's recommendations to start amending the law.

Achievements

AKM's engagement has focused on municipalities' requests to divide and reduce the legalisation tax, because the tax has dissuaded the citizens from applying for the legalisation of the buildings without permit. The AKM's Collegium of Spatial Planning has recommended a 1.00 € legalisation tax, and free legalisation for social cases (this applies to buildings without permit with areas of up to 450 m²). The proposal was also upheld by the Council of Mayors. It is also a part of facilities provided for the legalisation process to be carried out by the municipality rather than private companies, due to the high cost, with the motto and the intention that the municipality reaches out to the people in completing the legalisation process. With this change, the legalisation process will be simpler to the citizens and not as it used to be. Thus far, the citizens had or needed to contract private companies to collect and sort the documents to apply for legalisation. It was also required that, following the completion of the legalisation process, the property is transferred to cadastral records automatically, as a final legalisation of a citizen's property.

Impact

Owing to the amendments that were made in the Law on Treatment of Illegal Constructions, municipalities will be able to complete the treatment of existing illegal constructions successfully, by instating order in the field of construction, and so bring an end to the era of illegal constructions and complete the legalisation process once and for good in the

municipalities in the future and, on the other hand, make it easier to the citizens the legalise the buildings constructed without a due permit.

4.4 Law on Privatisation Agency of Kosovo

Context

The Ministry of Finance has initiated the amendment and supplementation of the Law on Privatisation Agency of Kosovo. This institution and its activities have been a topic of debate several times, in addition to the debate that has taken place within AKM's respective collegia and the Council of Mayors. Given the importance of PAK's actions for the municipalities, the AKM has arranged a series of meetings between AKM's bodies and PAK's leadership, for the purpose of representing municipalities' position on socially owned immovable property under PAK's administration located within Kosovo municipalities.

Achievements

AKM's requests addressed to the MF to include AKM's positions in the process of amending and supplementing the Law on PAK and the request for the PAK to transfer the ownership of immovable properties to the municipality and to cancel the liquidation process in cases when the property belongs to the municipality, upon a decision taken by respective municipal assemblies, are important achievements, given municipalities' continued requests to deal with this issue for years now.

Impact

With the aim of satisfying local institutional needs, the turning of immovable property currently administered by the PAK into municipal property would render it possible for the land to be used for another purpose that would be in public interest. Also, cancellation of the liquidation process and allocation of these properties to the municipalities would be an additional opportunity for the municipalities to regulate and advance the local economic development processes.

4.5 Catalogue of jobs

Context

The work on the realisation of the catalogue of jobs has started last year, but it has not been finalised yet. The harmonisation of the positions between the central and local levels has been quite challenging. The civil service in Kosovo is unique and operates on merit basis. The regulation of the categorisation of jobs is a part of administration reform that is aspired in Kosovo, and the adoption of the Law on Salaries is expected to contribute to the process, because the system has not been completed as it should yet and not every position has been regulated in terms of financial costs or additional funds required to build the capacities of civil servants.

Achievements

The AKM has first of all assisted in drafting the model document for the categorisation of jobs at the local level. Several meetings were arranged with the professional collegia, mayors and Ministry of Public Administration officials with the aim of including all the functional

positions in the municipality and harmonising the grades between the same positions. Our requests were taken into account to a large extent (around 93%) and work is still being done to make sure that municipal officials are consulted until the document is finalised and during all the stages of the process, in order to include all the jobs and regulate the salary grades in the catalogue of jobs properly. The implementation of the Catalogue of Jobs should have started in August 2016, but the two line ministries, the Ministry of Finance (MF) and the Ministry of Public Administration (MPA), have not agreed yet, because, according to the MF, the Law on Salaries must be adopted in order to precede the implementation of the Catalogue of Jobs.

Impact

Many positions **existing at the local level were not foreseen in the Catalogue of Jobs**, because there was no member of the working group from the local level to present the positions of the municipal civil servants. The AKM assumed this role and lobbied continuously, engaged and gave concrete recommendations in order for the working group to complete the Catalogue of Jobs with the positions existing at the local level that were not included at first. In addition, later on, the local level was up against the challenge of failure to harmonise some same positions with same grades between central and local levels. If it were not for the engagement of the AKM and its professional collegia, many civil servant job titles and salary grades existing at the local level and municipalities would not have been included in the process and their requests would have ended up undealt with.

4.6 Draft Law on Allocation for Use and Exchange of Immovable Property of Municipality

Context

After two and a half years of lobbying by the AKM, in various forms and through renewed requests addressed to the Government for the law to be prepared, Ministry of Local Government Administration has developed a concept paper. Even though it was in force, the law could not be implemented, because it lacked room for providing opportunities for local economic development.

Achievements

The biggest achievement is that the law will be amended (after a long-term work and engagement by the AKM). The AKM has presented concrete recommendations that need to be taken into account and that represent the main reasons for amending the law.

Main issues that need to be tackled in the field of allocation for use and exchange of municipal property include: procedures for the selection of the private investor; procedures for negotiating agreements and circumstances in which they can be negotiated without competition procedures; building an electronic registry system for municipal immovable properties and definition of their destination; allocation for use of immovable property with the aim of constructing collective housing spaces for social purposes.

It should be noted that the AKM has been lobbying over years for the law to start being amended and has recently managed with his voice to push the Ministry of Local Government Administration to start amending the law. The AKM will lobby with the MLGA (as the sponsor of the law) to start amending the law rather than let it happen without lobbying, given that

the MLGA is claiming alleged protection of municipal interests in the Council of Ministers. It is expected that the law will start being amended and implemented in 2017.

Impact

Municipalities have been facing problems in terms of allocation for use and exchange of municipal property. The law has a direct impact on municipalities' interests and especially on interests that relate to local economic development. The amendment of the law in the light of AKM's recommendations would make municipal procedures easier and enable the municipalities to enter into contractual relations with businesses, which would contribute to municipal development, youth employment and municipal performance in general. The AKM considers that these changes will make it easier for the municipalities to create a more attractive environment for both foreign and domestic investment in the future.

Accordingly, the concept paper for the law is being undergoing public discussion. The concept has envisaged three alternatives, 1) the remaining of the same law in force; 2) amendment and supplementation of the law and 3) preparation of a new law. The AKM has reviewed the Concept Paper with the professional collegia and come up with a position supporting the third option, the preparation of a new law, which would give the municipalities more opportunities for their economic development. The Concept Paper is expected to be endorsed by the Government soon. The process of preparing the law will start after the endorsement, an AKM will be a member of the working group and provide its professional contribution.

4.7 Law on Cadastre

Context

Since we considered that the law centralises a competence that pertains to the municipalities, the cadastre, it also centralises a part of the staff and, most importantly, the financial income that the municipality will collect from the service will be transferred to the Cadastral Agency, we withdrew as a member of the working group and presented our remarks at the same time, indicating that we were against it and that we did not agree for the cadastre to be regulated in the vertical line and all the more with the funds and the staff to be transferred.

Achievements

Owing to our continued lobbying with the representatives of the Ministry of Finance, we have managed to persuade the Ministry in question to stop the centralisation of funds from the field of cadastre from the municipalities to the Kosovo Cadastral Office. The MF has rejected the proposal of the Cadastral Agency to manage its own funds, since there is no mechanism to control the income, so the funds should remain at the local level.

Impact

The municipalities also have the directorates of cadastre as one of their directorates, which is why the cadastre is managed there. It has a staff and of course funds are generated from the services that are provided to the citizens. If the competence would be centralised, the municipalities would lose a part of their staff and their financial income would also decrease.

4.8 Law on Public Procurement

Context

Following the amendments made to Law No. 04/L-042 on Public Procurement in January 2016, the AKM has organised a workshop with most collegia and municipal procurement officers. During these workshops it turned out that the abovementioned law (as supplemented and amended) obliges the procurement officers to be trained and certified in accordance with the respective regulations, instructions and decisions of the Public Procurement Regulatory Commission (PPRC), because the existing certificates are valid through 31 December 2016.

Based on the Law on Public Procurement, the public procurement certificates for all procurement officers will expire on 31 December 2016. In order to ensure the continuity of the public procurement at the local level and the compliance with the Law on Public Procurement, the PPRC and the Kosovo Institute for Public Administration, with the support of the Association of Kosovo Municipalities and the USAID Advancing Kosovo Together Program, we have organised trainings for the certification of municipal public procurement officers.

Achievements

Following the organisation and the invitation sent by the AKM, the mayors of 38 municipalities have sent to the PPRC official applications for training and certification of two municipal public procurement officers each by the end of 2016. Vocational training and certification of municipal public procurement officers have taken place over a period of 15 days at the hall of the Students' Centre in Pristina from 6 September to 25 November. With the aim of facilitating the attendance of the training, municipalities were divided into two groups. Based on Article 25 of the Law on Public Procurement, municipal officers will sit a test after the training and become certified to carry out public procurement activities for the next three years based on their results.

Impact

With the amendment of the law and the compulsory requirement for the certification of municipal procurement officers, the training has facilitated the continuity of municipal procurement processes without any stagnation.

Besides gaining new knowledge of changes in the procurement, the municipal procurement officers have also had the opportunity to be trained on e-procurement modules, as a novelty in Kosovo, and this is in harmony with AKM objective of enhancing e-governance in the municipalities.

5. THE WORK OF THE COLLEGIA FOR SERVICES TO THE MUNICIPALITIES

The collegia have maintained their engagement in discussing important issues in their respective fields by reviewing laws and other sublegal acts with the aim of having an impact on decision-making processes and strengthening and protecting municipal competencies.

The following AKM collegia have set their priorities and activities for this year and have reviewed the legislative program for 2016 to identify different topics, being part of working groups that will be important for the activities of the collegia to be carried out in the future.

Each collegium has prepared and adopted its operational plan for 2016 and set their objectives and activities according to their yearly agenda. So far, each collegium has held 6 meetings in average (even more if it was required). In addition, the collegia presidencies have held 32 meetings. During their work and engagement, the collegia have developed and consolidated their positions and held meetings with partners and co-operators in order to make their remarks and give their suggestions in reviewing draft laws during the legislation review.

Some results that the collegia have achieved through their engagement and work in giving recommendations, which have resulted in changing and improving services to the municipalities, involve as follows:

Collegium of Personnel Managers: Given the importance of the professional collegia for lobbying and discussing issues of interest to the municipalities, the Association of Kosovo Municipalities has dealt with a continued request by municipal personnel managers to set up a new collegium within the AKM. Facing the organised initiative of personnel managers to create a new collegium, as a parallel body with funds guaranteed from outside the Association, the Board of the AKM deemed it reasonable to endorse their request for establishing the Collegium of Personnel Managers, since the field of personnel relates to municipal recruitment procedures, performance of civil servants, capacity building, promotions and advancements. Accordingly, the Collegium of Personnel Managers will assist in coordinating recruitment policies, activities in capacity building and lobbying during the preparation of draft laws on the field of civil service.

Collegium for Public Services: With the aim of improving public services in the municipality, the collegium is working on the preparation of guidelines on drafting mobility and public space maintenance and investment plans, in order to improve and harmonise the needs for free and safe movement of all participants in the traffic and better manage and maintain public spaces and rejuvenate the existing spaces and create new public spaces so as to ensure a better quality life for its citizens.

Collegium of Presidents of Municipal Assemblies: For the purpose of fulfilling one of the main recommendations of the Auditor General, within the framework of the reports of the Auditor General, the Collegium of Presidents has engaged in cooperating with other collegia in drafting a “model” regulation on subsidies that will be used to supersede the existing regulations that may be unsuitable based on the Financial Regulation No. 01/2013/MF on Spending Public Funds, which provides that there should be a clear legal basis for the disbursement and transfer of subsidies and that municipalities must draft and adopt specific

municipal regulations on allocation of subsidies. This is expected to increase the transparency in decision-making and hence narrow the room for corruption practices.

Collegium for Inspection: Despite earlier remarks against centralisation of competencies in the field of market inspection by the central level, the Collegium for Inspection was consulted about the new Draft Law on Inspection prepared by the Ministry of Trade and Industry. The draft was considered as a further impediment to the regulation of the process and the performance of the daily work by the municipal inspectorate posed by the central institutions. One of the main observations related to the prior notice of inspection to economic entities, prior consent of the person in charge to conduct the inspection or the request for an authorisation by a competent court to enter the premises without the consent of the person in charge, taking into account that such a law would be unenforceable on the ground and pose a big obstacle to the work of municipal inspections. During the month of June, the respective ministry was still reviewing AKM's position, remarks and recommendations. The AKM will follow up on the process and lobby further, until the law is finally adopted.

Collegium for Spatial Planning: The implementation of the process of dealing with constructions without permit indicated the difficult process of legalisation, such as the cost and the big number of illegal constructions. Though the Collegium for Spatial Planning has pointed to the need to amend the Law on Treatment of Illegal Constructions, the Ministry of Environment and Spatial Planning has undertaken the initiative to prepare a new Draft Law on Illegal Constructions. Most proposals made by the Collegium for Spatial Planning and incorporated into the new draft law are a fruit of joint cooperation and engagement between the Association of Kosovo Municipalities and the Ministry of Environment and Spatial Planning in discussing the concerns raised by municipal representatives based on the obstacles that were identified on the ground, in simplifying legalisation procedures, in reducing the cost, in final registration of property in cadastral records and in supplementation of other bylaws in order for the treatment of constructions without permit to be completed successfully and for order to be restored in the field of construction.

Collegium for Budget and Finance: The issue of budget cuts for different categories remains one of the main challenges of the collegium, so the review of the municipal budget for 2016 remains the primary point of focus in the field of local finance. The agreement not to interfere in the total municipal budget was a result of cooperation and debate with the Ministry of Finance. The budget will also not be interfered with when it comes to capital projects and the category of wages and salaries, whereas movements between categories of goods and services, municipal expenses and subsidies and transfers will be allowed. In this direction, the Collegium is lobbying to find mechanisms to determine the criteria for planning and realising municipal own-source revenues.

Collegium for Economic Development: In cooperation with Swisscontact, the discussion about and finding alternatives for the provision of support in the field of tourism, as an important sector for local economic development, was discussed. The discussion focused on the possibilities for the development of the sector in municipalities in the future and on current trends and developments in the sector of tourism through support to provision of employment opportunities towards a sustainable economic growth. Peja project's in support

of and on the development of the sector was presented as a good example of exchange of good practices.

6. AKM'S FINANCIAL VIABILITY

6.1. Short background

Owing to the engagement of AKM's bodies (administration and political level) and the support by international partners, especially by the SDC, the AKM has managed to enter a new phase reflecting a considerable financial viability.

The Association of Kosovo Municipalities constantly aims at building a system of financial viability that guarantees retention of its functional and statutory independence. Even though AKM has come across many difficulties and challenges that have had a direct impact on its financial viability ever since its inception, the AKM has managed not only to foster a positive trend in building a financial liability, but also to change municipalities' perception of AKM, which has resulted in establishing contractual bilateral relations based on good trust.

This was demonstrated by the massive participation of municipalities in the AKM's General Assembly, which was held in March 201, and by the accession of the Serbian majority and other minority municipalities. On the other hand, AKM's performance and satisfaction of member municipalities is being measured independently by surveys commissioned by the GIZ, a German organisation. The survey data are very encouraging and indicate a growing satisfaction on the part of municipalities and other stakeholders with the performance of the AKM. Good trust was also maintained in 2016.

6.2. Achievements in 2016

The Association of Kosovo Municipalities has not only maintained the positive trend in implementing one of the main objectives that relates to its financial viability, but it has even managed to exceed all expectations concerning the implementation of the objective in 2016. The objective that was foreseen **in AKM's budget for 2016 was 135,000€.** **Within the reporting period, the AKM has implemented and exceeded the foreseen objective, collecting 180,449 €.** Five out of six Kosovo Serbian majority municipalities have paid the membership fee (Gracanice/Gračanica, Ranillug/Ranilug, Partesh/Parteš, Novobërdë/Novo Brdo and Kllokot/Klokot have paid, and Štrpce/Shtërpçë has defaulted).

Continued lobbying activities that have aimed at urging the municipalities to fulfil their financial obligations to the AKM can be considered as a success that was achieved in the framework of this objective. The lobbying was done through AKM mechanisms, such as professional collegia and the Council of Mayors in particular, as a mechanism that brings together all the mayors.

The AKM is maintaining its excellent cooperation with the DEMOS project, in order to encourage the municipalities that benefit from the grants of the project to pay the AKM membership fee. AKM's cooperation with different partners in this direction will have a very positive impact on AKM's financial viability. It is worth mentioning that the AKM has also expanded its projects in favour of municipalities with the German GIZ too, projects that have had an effect in sensitising the municipalities to fulfilling their obligations to the AK.

Within the reporting period, the AKM Board, namely the President and the Executive Director, have continued their regular visits to the municipalities to listen to their concerns about the problems that they are facing. The President and the Executive Director of the AKM have expressed AKM's readiness to convey the concerns of all municipalities to the respective institutions. These visits have served as a good opportunity to explain AKM's financial position and the need for a continuous financial viability.

6.3. Third party financing

Third party financing implies grants received by the AKM in addition to those received from the program funded by the SDC. In this direction, the AKM has foreseen a total budget of €77,000 for 2016 from different funding organisations, such as NALAS, COUNCIL OF EUROPE and GIZ. In the reporting period, the AKM has managed to receive a number of foreseen grants. Namely, during this period, the AKM has signed a € 5,000 contract with the GIZ; € 6,000 contract with DEMOS; a €6,000 contract with the MLGA; and a € 11,000 with NALAS. In addition, during this period, the AKM has signed a 10,802 € project with Save the Children.

A Memorandum of Understanding was signed with UNICEF. The aim of the memorandum is to support AKM's lobbying activities in 2016-2017. The budget foreseen for 2016 is \$20,000 (€18,000 approx.).

The total amount of grants signed during the reporting period is €56,820, or 74 % of total grants foreseen for 2016.

7. COOPERATION WITH PARTNERS

A context of engagement of a host of organizations in the local government in Kosovo determines and encourages the Association of Municipalities to strive for a partnership with these organizations, with which it coordinates its activities, because they relate to its own operations. Cooperation with the partners has helped AKM lobby and advocate and implement many projects from which municipalities have received funds, financial support for projects, services, trainings, workshops, exchange of experiences, etc. Likewise, such partnership has also contributed to an increase in municipalities' performance, capacity building, facilitation of provision of various services, bridging gaps in terms of absence of required documentation, cooperation between municipalities and various organisations, etc.

SDC - As the main partner in developing and advancing the AKM, provides a substantial contribution as an institutional support to the AKM. The program financed by the SDC provides more leeway for covering AKM's activities, depending on the time and the need for lobbying, unlike projects of other organisations. The SDC finance support program is all-inclusive in terms of AKM's activities and integrated in the base budget.

AKM's Friends / annual meeting - with main partners of Kosovo's municipalities that deal with and work on the field of local government. AKM's Friends is functioning as a very important mechanism for coordinating activities between local institutions and their partner organisations. The major role that the AKM plays in coordinating their meetings and activities is worth emphasising.

AKM's partnership with different projects relates to the following main activities:

- Cooperation with SDC/DEMOS Project in drafting the Model Regulation on Subsidies. The drafting was preceded by 3 one-day workshops and 6 meetings with the professional collegia (Collegium of Presidents of Municipal Assemblies, Collegium for Education, Collegium for Health and Social Welfare, Collegium for Economic Development, Collegium of Legal Officers, Collegium for Budget and Finance) to discuss and supplement the draft regulation in order for the final document to be as complete as possible and for the municipalities to have as less work to do in the working groups as possible before they endorse it at the Municipal Assembly.
- The AKM has partnered with DEMOS and Gender Equality Agency in organising a 3-day workshop in Durrës, where the Model Regulation on Job Descriptions for Gender Equality Officers in Ministries and Municipalities was drafted.
- The AKM has, with the support of the DEMOS project and in cooperation with the MLGA, contributed to the development of the Guide on Inter-Municipal Cooperation. The chairpersons of the collegia participated in the two-day workshop held in Skopje.
- The AKM has, in cooperation with the EU funded Support to the Ministry of Labour and Social Welfare in Strengthening Mechanisms for Implementation of Decentralisation of Social Services Project, organised trainings for municipal officers on: planning and funding for social services; improved capacities for public-private partnership development; higher ability to build local partnerships in social care and support; and building capacities to negotiate and manage contracts with non-state stakeholders.
- The Collegium for Education has, in cooperation with the GIZ, presented the Basic Education in Kosovo – Integrated Planning in Education. Results and methods of integrated planning in education that were applied by the GIZ Project in several municipalities were shared with all other municipalities of Kosovo.
- In cooperation with the DEMOS Project, several workshops on municipal public space management and mobility were organised with all the municipalities, as a result of the work of the DEMOS project with their partner municipalities, where exchange of best practices with AKM member municipalities was rendered possible.
- The following activities were organised to mark the 15th anniversary of AKM's establishment: WEEK OF MUNICIPALITIES, which was implemented with the support of the MLGA, GIZ and DEMOS. Within these 4-day activities, the Conference on Local Government, Municipalities' Fair, the Roundtable on the Future of Municipalities; and a Football Tour, in which 24 municipalities have participated, have taken place.
- The AKM has, in cooperation with the EC Developing Together Project, organised the Conference on Social Housing in Kosovo, which gathered around 200 participants, officials from both central and local levels and various organisations and partners or donors that contribute to the social housing in Kosovo. The regulation of housing for their citizens still remains a challenge for our municipalities.
- The AKM has, in cooperation with DEMOS, in December, organised one-day workshops with 24 municipalities on the promotion of the Law on Inter-Municipal Cooperation. The territorially related municipalities have come together to see which would be the concrete projects that could be implemented by way of inter-municipal cooperation and in which fields.

- Following the initial request by Save the Children to cooperate with the AKM, the joint four-month project between AKM and Save the Children called Involving Children in Municipal Planning and Budgeting was formalized in September 2016. The project aims at initiating the dialogue between officers in charge and communities (including children) on matters related to budgetary allocations, quality of services, all-inclusion in education and development and early childhood care in Pejë/Peć and Pristina. This will be achieved by building the capacities of municipal officers (of education, social welfare and health, culture, financial officers, human rights/gender equality/children coordinators) in Kosovo municipalities (with a special focus in Pejë/Peć and Pristina). The project will eventually result in an overall training for municipal officers and children assemblies in the two municipalities on the abovementioned issue and in the preparation of a guideline on the inclusion of children in municipal budgeting, which can also be used by other municipalities.

8. OTHER ACTIVITIES AND SERVICES

8.1 Communication

The Association of Kosovo Municipalities has maintained regular contact and communication with the municipalities this year as well. More than 85 different letters, notifications, reports, replies, draft laws, draft regulations, recommendations, draft positions, etc. were sent to municipalities during the reporting period.

To improve the transparency, all publications and brochures that were drafted by the AKM and by some of our partners and associates were posted on AKM's website on regular basis, and an IT Officer has maintaining the webpage on daily basis. This year, AKM's new web page has been designed and developed with a new look and contents.

In addition, in terms of periodicals, the AKM compiles, prints and disseminates its own bulletin, the only one on the local government, on bimonthly basis, which is published in three languages (Albanian, Serbian and English). Six bulletins were prepared, published and disseminated during this period. The AKM has also engaged in strengthening its image by publishing identity products. In this regard, the AKM has its own Facebook page, where it posts news on all its activities. The AKM has plaid a major role in this regard, especially in course of activities that were carried out during the "Week of Municipalities" in June.

8.2. Functioning of AKM's bodies

With its own engagement, the Association of Kosovo Municipalities has fulfilled its statutory obligations concerning the functionality of its own bodies. Several meetings were held by the Council of Mayors, whom we have continued to empower further, and a meeting of the General Assembly was held, which, besides the review of annual reports, has also adopted the new Strategy 2016/2020.

8.3 AKM as a mechanism assisting the central level

Being present during the developments at the central level, the AKM has been perceived and considered as a mechanism that does not only represent local authorities, but may also assist the central government in certain matters. This year, we have received several requests from different ministries and central level institutions to assist in organising their meetings with the municipalities.

8. AUDIT REPORT



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RAPORTI I AUDITORIT TË PAVARUR

Për Bordin e Asociacionit të Komunave të Kosovës

Opinion

Ne kemi audituar Raportin Financiar shoqërues të Asociacionit të Komunave të Kosovës ("OJQ"), të cilat përfshijnë pasqyrën e burimeve dhe përdorimit të fondeve për vitin e përfunduar më 31 dhjetor 2016, dhe shënime të raportit financiar, duke përfshirë një përmbledhje të politikave të rëndësishme të kontabilitetit.

Sipas opinionit tonë, raporti shoqërues financiar paraqet në mënyrë të drejtë, në të gjitha aspektet materiale pranimet dhe shpenzimet e paguara nga Asociacioni i Komunave Kosovës për vitin e përfunduar më 31 dhjetor 2016, në përputhje me bazën e kontabilitetit siç përshkruhet në shënimin 2 të raportit financiar.

Bazat mbi Opinion

Ne kemi kryer auditimin tonë në përputhje me Standardet Ndërkombëtare të Auditimit (SNA). Përgjegjësitë tona sipas këtyre standardeve janë të përshkruara më tej në seksionin e *Përgjegjësitë e Auditorit për Auditimin e Raportit Financiar*, të raportit tonë. Ne jemi të pavarur nga OJQ-ja për sa i përket pajtueshmërisë me *Kodin e Etikës për Kontablistët Profesionalistë (Kodi IESBA)* të Bordit të Standardeve Ndërkombëtare të Etikës për Kontablistët dhe kemi përmbushur përgjegjësitë tona të tjera etike në përputhje me Kodin IESBA. Ne besojmë se evidenca e auditimit që ne kemi marrë është e mjaftueshme dhe e përshtatshme për të dhënë bazë mbi opinionin tonë.

Çështje të Tjera

Raporti financiar i Asociacionit të Komunave të Kosovës për vitin e përfunduar më 31 dhjetor 2015 është audituar nga një auditor tjetër i cili ka shprehur një opinion të pamodifikuar mbi ato raporte më 14 Mars 2016.

Përgjegjësitë e Menaxhmentit dhe Atyre të Ngarkuar me Qeverisje për Raportin Financiar

Menaxhmenti është përgjegjës për përgatitjen dhe prezantimin e drejtë të raportit financiar në përputhje me bazën e kontabilitetit siç përshkruhet në shënimin 2 të raportit financiar dhe për kontrollin e brendshëm siç e përcakton menaxhmenti si të nevojshme për të mundësuar përgatitjen e raportit financiar që është i lirë nga anomalitë materiale të shkaktuara nga mashtrimi apo gabimi.

Në përgatitjen e raportit financiar, menaxhmenti është përgjegjës për vlerësimin e aftësisë së OJQ-së për vazhdueshmërinë, shpalosjen, nëse aplikohet, çështjet që lidhen në vazhdueshmërinë dhe duke përdorur këtë si bazë të kontabilitetit përveç nëse menaxhmenti synon të likuidojë OJQ-në, të pushojë operacionet, ose nuk ka asnjë alternative reale tjetër përveç kësaj.

Personat e ngarkuar me qeverisje janë përgjegjës për mbikëqyrjen e procesit të raportimit financiar të OJQ-së.

Përgjegjësitë e Auditorit për Auditimin e Raportit Financiar

Objektivi jonë ka për bazë të marrim siguri të arsyeshme nëse raportet financiare si tërësi janë pa gabime materiale, qoftë për shkak të mashtrimit apo gabimit, dhe të përpilojmë një raport të auditorit që përfshin opinionin tonë. Siguria e arsyeshme nënkupton një nivel të lartë të sigurisë, por nuk është një garanci që një auditim i kryer në përputhje me ISA gjithmonë do të zbulojë një anomal material, kur ajo ekziston. Anomalitë mund të lindin nga mashtrimi apo gabimi dhe konsiderohen si materiale nëse, individualisht ose të grupuara, ato mund të kenë ndikim në vendimet ekonomike që merren nga përdoruesit në bazën të këtyre raporteve financiare.

Si pjesë e auditimit në përputhje me SNA-të, ne ushtrojmë gjykimin profesional dhe ruajmë skepticizmin profesional gjatë gjithë auditimit. Ne gjithashtu:

- Identifikojmë dhe vlerësojmë risqet e anomalive materiale të raportit financiar, qoftë për shkak të mashtrimit apo gabimit, hartojmë dhe zbatojmë procedura të auditimit të cilat u përgjigjen këtyre rreziqeve, dhe marrim dëshmi të auditimit që është e mjaftueshme dhe e përshtatshme, për të dhënë një bazë mbi opinionin tonë. Rreziku i mos zbulimit të një anomalie materiale që rezulton nga mashtrimi është më e lartë se sa nga ajo që rrjedh nga gabimi, pasi që mashtrimi mund të përfshijë marrëveshjen e fshehtë, falsifikim, lëshime të qëllimshme, keqinterpretime, apo shkelje të kontrollit të brendshëm.
- Sigurojmë një njohje të kontrollit të brendshëm që ka të bëjë me auditimin me qëllim që të përcaktojmë procedurat e auditimit që janë të përshtatshme sipas rrethanave, por jo për qëllime të shprehjes së një opinioni mbi efikasitetin e kontrollit të brendshëm të OJQ-së.
- Vlerësojmë përshtatshmërinë e politikave kontabël të përdorura dhe arësyeshmërinë e çmuarjeve kontabël dhe të shpjegimeve përkatëse të bëra nga menaxhmenti.
- Nxjerrim një konkluzion në lidhje me përshtatshmërinë e përdorimit të bazës kontabël të vijmësisë, dhe bazuar në evidencën e auditimit të marrë, nëse ka një pasiguri materiale në lidhje me ngjarjet ose kushtet, e cila mund të hedhë dyshime të mëdha për aftësinë e OJQ-së për të vijuar veprimtarinë. Nëse ne arrijmë në përfundimin që ka një pasiguri ne duhet të tërheqim vëmendjen në raportin e auditorit në lidhje me shpjegimet e dhëna në raportin financiar, ose nëse këto shpjegime janë të papërshtatshme, duhet të modifikojmë opinionin tonë. Konkluzionet tona bazohen në evidencën e auditimit të marrë deri në datën e raportit tonë të auditimit. Megjithatë, ngjarje ose kushte të ardhshme mund të bëjnë që OJQ-ja të të ndërpresë veprimtarinë.
- Vlerësojmë paraqitjen e përgjithshme, strukturën dhe përmbajtjen e raportit financiar, përfshirë informacionet shpjeguese të dhëna, dhe nëse raporti financiar paraqet transaksionet dhe ngjarjet në to në një mënyrë që arrin paraqitjen e drejtë.

Ne komunikojmë me personat e ngarkuar me qeverisjen, përveç të tjerave, lidhur me qëllimin dhe kohën e auditimit dhe gjetjet e rëndësishme të auditimit, përfshirë ndonjë mangësi të rëndësishme në kontrollin e brendshëm që ne mund të identifikojmë gjatë auditimit.

RSM Kosovo Sh.p.k

Prishtinë, Kosovë
28 Mars 2017

RSM Kosovo Sh.p.k.



PASQYRA E BURIMEVE DHE PËRDORIMIT TË FONDEVE

	Shënimet	Për vitin e përfunduar 31 Dhjetor	
		2016 (në EUR)	2015 (në EUR)
BURIMET E FONDEVE			
Fondet e donatorëve	3	228,791	318,394
Të hyrat nga Pjesëmarrja e komunave	4	180,449	117,712
Të hyrat të tjera		1,965	634
TOTALI I FONDEVE NE DISPOZICION		411,205	436,740
PËRDORIMI I FONDEVE			
Shpenzimet e pagave	5	142,680	160,301
Lobimi / Avokimi	6	104,219	121,037
Shërbimet e zyrës	7	26,659	26,888
Komunikimet dhe publikimet	8	25,061	30,514
Zhvillimi i kapaciteteve	9	23,343	43,983
Pajisje dhe furnizime të zyrës	10	14,735	12,525
Shpenzimet e udhëtimit	11	12,785	8,362
Shpenzime të tjera	12	11,919	15,934
Totali i Shpenzimeve		361,401	419,544
Suficiti / (Deficiti) i fondeve të marra mbi shpenzimet		49,804	17,196
Fondet e kthyer tek donatorët		(41)	(2,583)
Suficiti i fondeve		49,763	14,613
Gjendja fillestare e parasë së gatshme dhe në bankë		142,602	127,989
Gjendja e parasë së gatshme dhe në bankë në fund të periudhës	13	192,365	142,602