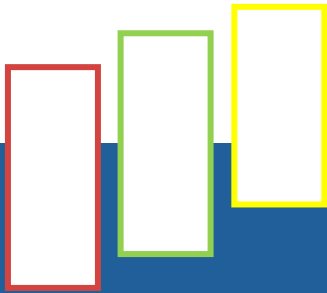




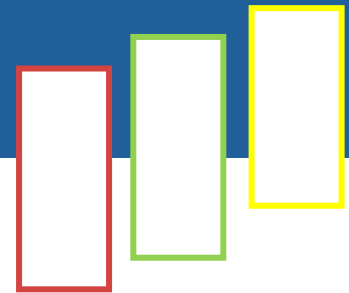
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Group for Legal  
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Studies



# Utilizing Social Accountability Tools: Results of the implementation of Public Expenditure Tracking Surveys in Three Municipalities in Kosovo



2024

*Disclaimer: The author's views expressed in this document do not necessarily represent the views of the United States Agency for International Development (USAID) or the United States government.*

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## Index of Abbreviations

<b>AI</b>	Administrative Instruction
<b>EO</b>	Economic Operator
<b>FMC</b>	Family Medicine Center
<b>MDE</b>	Municipal Directorate for Education
<b>MDP</b>	Municipal Directorate for Procurement
<b>MFMC</b>	Main Family Medicine Center
<b>MESTI</b>	Ministry of Education, Science, Technology, and Innovation
<b>PETS</b>	Public Expenditure Tracking Surveys

## Executive Summary

The "Use of Social Accountability Tools to increase institutional transparency and accountability in Kosovo" project, supported by the USAID Kosovo Municipal Integrity Activity, seeks to help Kosovo's public institutions become more transparent, accountable, and citizen centred. These institutions face systemic challenges such as resource constraints, intricate budget management, and concerns about procurement practices. To address these issues, the project employs tools like PETS and Market Survey Analysis, with a central focus on improving efficiency and accountability in managing public funds and contracts at both local and central levels. This includes monitoring public administrations, encouraging civil society involvement, improving budget effectiveness, and providing data-driven inputs for policymakers. Additionally, the project aims to assess the quality and quantity of public services and promote public awareness and citizen engagement in financial oversight and institutional monitoring.

This report presents the findings of the Public Expenditure Tracking Survey (PETS) conducted across three municipalities: Pristina, Vushtrri/Vučitrn, and Rahovec/Orahovac. PETS are investigative tools used to monitor the flow of public funds from the highest levels of government down to local service delivery points, ensuring that these funds are used as intended and serve the citizens' needs. The data was gathered through a combination of examining tender dossiers, conducting interviews with procurement officers and managerial staff, organizing focus groups, and distributing user surveys among daily users of the selected projects.

Key Findings and recommendations include:

1. There were significant discrepancies between the budget allocated in annual procurement plans, or in the notice for tenders, and the actual expenditure in many municipalities, which may affect service delivery. To address this, it is recommended to conduct thorough and realistic budget estimations during the planning phase to avoid significant discrepancies between planned and actual expenditures.
2. The quality of services in the education and health sectors varied greatly across municipalities, with some showing improvements while others lagged due to inadequate spatial planning and lack of equipment. Implementing a system for regular monitoring of budget allocations and expenditures, with adjustments as necessary to accommodate unexpected changes, can help ensure more consistent service quality. Moreover, thorough cooperation between municipalities and other institutions, such as the relevant ministries which are tasked for equipping the objects is needed to improve service delivery.
3. Public participation in project planning and monitoring processes was generally low, leading to a disconnect between public needs and project priorities. Actively engaging the community in the planning stages of public projects through consultations and feedback mechanisms can ensure that projects meet actual community needs.
4. In Pristina, the construction of Elementary School "Nënë Tereza" in Vranidoll/Vranidol faced significant delays and cost overruns. The delays associated with five different procurement procedures for the building of this school led to a long gap of functionality of the object, thus, preventing service delivery. Conducting feasibility studies during the early stages of project planning can help assess potential risks, costs, and benefits, ensuring projects are viable and well-planned from the outset. Moreover, ensuring more efficient procurement procedures is recommended for this municipality.
5. In Vushtrri/Vučitrn, the Main Family Medicine Center (MFMC) experienced poor budget planning and substantial delays. Furthermore, inadequate spatial planning led to malfunction of several

rooms, and multifunctional narrow spaces, which are not serving the needs of the citizens. Developing detailed project timelines with clear milestones and deadlines and ensuring regular progress updates can help address such delays promptly.

6. In Rahovec/Orahovac, the Elementary School “Heronjtë e Kosovës” in Hoçë e Vogël/Mala Hoça suffered from insufficient specialized classrooms and equipment. Implementing stringent quality assurance measures in the planning process and conducting regular satisfaction surveys among users can help ensure projects meet specified standards and continuously improve service quality. Similarly, cooperation between all relevant stakeholders is highly recommended, to ensure proper service delivery.
7. Feedback from users of various facilities highlighted issues such as inadequate digital infrastructure and spatial planning. Allocating funds specifically for the development of digital infrastructure and involving end-users in the architectural planning phase can create more functional and user-friendly environments.

Overall, by implementing these recommendations, municipalities can improve the management of public funds, enhance service delivery, and better meet the needs of their communities.

## Introduction

Public Expenditure Tracking Surveys (PETS) is an essential tool for promoting transparency and accountability in the allocation and use of public funds. PETS represent investigative tools used primarily to monitor the flow of public funds from the highest levels of government down to the local service delivery points, such as schools and healthcare facilities.<sup>1</sup> The primary objective of PETS is to ensure that these funds are used as intended and are serving the citizen’s needs. PETS involve collecting and analyzing data on the disbursement and expenditure of public funds as well as measuring the user satisfaction after the projects become functional.<sup>2</sup> By tracing the flow of resources, PETS help determine whether the funds reach their intended destinations in full and on time. This process also aids in identifying challenges and inefficiencies in the funding channels, which can then be addressed to improve service delivery.<sup>3</sup> The end-goal of PETS processes is to identify evidence-based recommendations in order to help the institutions with their work on procurement and service delivery.

By using PETS, the report will examine three recently completed public projects with significant public expenditures and their community impact. The main goal is to assess how well public expenditures are serving the citizens, and to identify potential resource flow inefficiencies related to the selected public procurement contracts, in order to be able to offer informed recommendations to all municipalities and relevant stakeholders. The report’s scope is not limited to only evaluating the performance of these contracts, but it also includes pre and post contractual phases to identify challenges related to budget allocation and planning.

During a period of six-months, GLPS has employed PETS in the following procurement projects:

- “Nene Tereza” School in Vranidoll/Vranido, Pristina Municipality

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<sup>1</sup>[https://www.researchgate.net/publication/228310463\\_Public\\_Expenditure\\_Tracking\\_Surveys\\_Planning\\_Implementation\\_and\\_Uses](https://www.researchgate.net/publication/228310463_Public_Expenditure_Tracking_Surveys_Planning_Implementation_and_Uses)

<sup>2</sup>[https://documents1.worldbank.org/curated/en/388041468177874064/pdf/564480PUB0publ10Box349496B01PUBLI\\_C1.pdf](https://documents1.worldbank.org/curated/en/388041468177874064/pdf/564480PUB0publ10Box349496B01PUBLI_C1.pdf)

<sup>3</sup> Ibid.

- "Heronjite e Kosoves" School in Hoçë e Vogël/Mala Hoça in Rahovec/Orahovac Municipality
- (Main) Family Health Center in Vushtrri/Vucitrn

The report contains three main chapters, each focusing on a specific project—Prishtina ([Chapter 1](#)), Vushtrri/Vucitrn ([Chapter 2](#)), and Rahovec/Orahovac ([Chapter 3](#)). The chapters begin by providing a detailed background of the project. Following the project background, a detailed examination of the procurement processes associated with each project is conducted, analyzing stages such as tendering, contract signing, and execution, while highlighting encountered challenges or irregularities. Subsequently, the findings of user satisfaction surveys are presented, including data gathered from interviews with managerial staff, focus groups, and user surveys, offering feedback on service quality, user experiences, and identified areas for improvement.

In terms of methodological approach, the projects' selection process began by collecting procurement contracts data for healthcare and education facilities, focusing on schools and family medicine centers in the USAID KMI target municipalities from 2019 to 2023. Three key criteria were used for final project selection: prioritizing projects with higher construction expenditures, selecting operational facilities to assess compliance and service quality, and identifying projects that encountered significant delays from the planned timelines.

Data gathering for the PETS processes was divided into three main parts. First, a thorough examination of tender dossiers and analysis of publicly available data on the e-procurement website was conducted. This initial step allowed for the gathering of detailed insights into the procurement processes related to the projects under study. *Second*, interviews were conducted with procurement officers from two targeted municipalities, and one municipality was unresponsive to the meeting requests. These face-to-face interviews provided perspectives and answers to preliminary questions deriving from the first part on the procurement procedures and challenges faced during the implementation of the projects. *Third*, and crucially, the user satisfaction surveys were structured into three primary phases. Initially, interviews were held with managerial staff from the three selected facilities. Subsequently, three distinct focus groups were organized with staff members to ensure diversity of perspectives, in terms of gender, age, and role within the institutions. *The final phase* involved conducting three user surveys with daily users of the project. This included an in-person survey at the MFMC Vushtrri/Vucitrn among patients awaiting services, with the sample evenly split between genders. Additionally, two online surveys were disseminated via parent communication groups linked to the two schools participating in the project, offering insights into user satisfaction and experiences. All focus groups and interviews took place on-site at the respective facilities, enabling the team to collect detailed data on their physical state and functionality during comprehensive site visits.

## Chapter I – Construction of the Elementary School “Nënë Tereza” in Vranidoll/ Vranido

### Background

“Nene Tereza” school is located in Vranidoll/Vranido village, in the municipality of Pristina. The school was inaugurated in October 2023, and lessons started right after. The school accommodates a total of 161 pupils and 40 staff members. It has 10 parallels, starting from pre-school to the ninth grade.

Before the recently inaugurated building, students used to study in a very old school, which not only did not have any conditions to support modern learning but was also found unsafe by many pupils and the staff. The old school, built many years ago, had only one floor and a very damaged roof.<sup>4</sup>

The decision to build a new school came after school representatives had requested the need for a new building at the Municipal Directorate for Education (MDE). According to the school representatives, MDE was very swift and quick in action, and soon initiated the procurement process for the new building.

However, this process was accompanied by many challenges which caused long delays to the planned schedule, which will be explained in further chapters in detail. As the new building had to be located in the exact same premises as the old one, the municipality arranged and paid for transport for students to travel to another branch of “Nene Tereza” school, 5km away, in Teneshdol. Though arranged, this transport was not seen as an ideal solution by parents and staff. The delays in the construction process made it even more difficult, as students needed to be transported for a year longer.

After the finalized building was inaugurated, more than three years later, the lesson started to take place regularly in the building. However, challenges remained for its users, although newly built. Some of them have to do with the building itself and its insufficient planning, or the heating system, while most of them have to do with the lack of modernity that this building encounters, making it hard to support contemporary teaching techniques.

### Overview of the Procurement Process

The newly constructed elementary school "Nënë Tereza", faced significant challenges **that led to delays in its functionality and highlighted discrepancies between planned and actual expenditure.** The project ended up costing 60,772 Euros more than the estimated value, and was associated with a total of four announcement for procurement processes and one annex contract. Furthermore, the project has undergone five different procurement processes.

#### First Announcement for the Procurement Process:

Pristina Municipality allocated a budget totaling 700,000 Euros for the construction of this school. Through a standard procurement procedure, an EO secured the bid by proposing to construct the school for 568,960 Euros.<sup>5</sup> The contract between the municipality and the EO (hereinafter: the first contract) was signed on April 2021. The project's timeline was initially set with a target of completion within 300 days after contract signature, for approximately March 2022.<sup>6</sup>

However, operational challenges hindered this process, resulting in protracted delays. These challenges were compounded by external factors such as the onset of the COVID-19 pandemic and escalating inflation rates, which worsened resource constraints.<sup>7</sup> Consequently, the contracted EO found itself unable to fulfill its contractual obligations, leading to the termination of the contract on 30 September 2022.<sup>8</sup> This contract was terminated with € 251,319 not being transferred to the EO.<sup>9</sup>

#### Second and Third Announcements for the Procurement Process

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<sup>4</sup> Interview with school representatives, held on 22 April 2024

<sup>5</sup> Data from e-procurement, accessed in January 2024

<sup>6</sup> [https://prishtinaonline.com/uploads/nr.616\\_20\\_175\\_511\\_nderitmi\\_i\\_shkolles\\_nene\\_tereza\\_kontrata.pdf](https://prishtinaonline.com/uploads/nr.616_20_175_511_nderitmi_i_shkolles_nene_tereza_kontrata.pdf)

<sup>7</sup> Interview with Municipal Officials, held on 15 December 2023

<sup>8</sup> Ibid.

<sup>9</sup> Decision of Terminating the Contract of 30 September 2022

Three months later, on 5 December 2022, Pristina Municipality opened a new procurement procedure to continue the unfinished work at the school, with a pre-estimated value of 350,000 Euros.<sup>10</sup> However, this procurement activity was cancelled by the Municipality, two months after it was open.<sup>11</sup> On 2 March 2023, a third procurement activity was initiated, with the same pre-estimated value.<sup>12</sup> This attempt was also cancelled a month after its announcement.<sup>13</sup>

#### **Fourth Announcement for Procurement Process:**

After two unsuccessful attempts, the Municipality awarded a new contract to complete the school's construction, with the same pre-estimated value, of 350,000 Euros. This time, they awarded the contract to an EO for 412,240 Euros, announced as the lowest responsible bid received.<sup>14</sup> The contract was signed on 19 June 2023, seven months after the first contract was terminated and two failed procurement attempts. **Notably, this contract exceeded the initial estimate by 62,240 Euros.**

#### **Fifth procurement process:**

Despite this contract, the job at the school remained incomplete, prompting the Municipality to issue an annex contract for additional work, valued at 30,890 Euros.<sup>15</sup> This was the final procurement contract for completing the school.

This leads to the total expenses for the project amounting to:

Ist contract	317,640.85 Euros
2nd contract	412,240.78 Euros
3rd contract	30,890.63 Euros

This brings the total to **760,772.26 Euros**, exceeding the estimated value by 60,772.26 Euros.

Throughout these procurement procedures, the building process was suspended for a year. During this period, the work completed under the first contract suffered significant damage, as reported by civil society organizations<sup>16</sup> The effects of the delay were felt by various stakeholders, most notably the students and staff of the school. With the facility's functionality postponed, students were left without access to proper educational facilities, forcing them to continue commutes to neighboring villages for schooling.<sup>17</sup> This disruption not only impeded students' academic progress but also placed additional strain on families and communities. School staff found this disruption challenging as well, as the transport timetables provided did not necessarily fit their working hours, leaving them without options of traveling many times.<sup>18</sup> From a public-expenses perspective, the municipality had to continue to pay for transportation for students and staff's commutes, for more than a year longer than expected.

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<sup>10</sup> Data from e-procurement, accessed on: [https://e-prokurimi.rks-gov.net/SPIN\\_PROD/APPLICATION/IPN/DocumentManagement/DokumentPodaciFrm.aspx?id=2234743](https://e-prokurimi.rks-gov.net/SPIN_PROD/APPLICATION/IPN/DocumentManagement/DokumentPodaciFrm.aspx?id=2234743)

<sup>11</sup> Ibid.

<sup>12</sup>Data from e-procurement, accessed on: [https://e-prokurimi.rks-gov.net/SPIN\\_PROD/APPLICATION/IPN/DocumentManagement/DokumentPodaciFrm.aspx?id=2344398](https://e-prokurimi.rks-gov.net/SPIN_PROD/APPLICATION/IPN/DocumentManagement/DokumentPodaciFrm.aspx?id=2344398)

<sup>13</sup> Ibid.

<sup>14</sup> [https://prishtinaonline.com/uploads/b08\\_njoftim\\_per\\_dhenje\\_te\\_kontrates%20\(668\).pdf](https://prishtinaonline.com/uploads/b08_njoftim_per_dhenje_te_kontrates%20(668).pdf)

<sup>15</sup> Third contract for unfinished work, accessed here:

[https://prishtinaonline.com/uploads/b08\\_njoftim\\_per\\_dhenje\\_te\\_kontrates%20\(709\).pdf](https://prishtinaonline.com/uploads/b08_njoftim_per_dhenje_te_kontrates%20(709).pdf)

<sup>16</sup> Initiative for Progress (INPO), "Monitoring procurement and contract management processes", accessed at: [https://inpo-ks.org/wp-content/uploads/2023/03/Raport-Monitorimi-i-procesit-t%C3%AB-prokurimit-dhemenaxhimi-i-kontratave\\_Mars-2023.pdf](https://inpo-ks.org/wp-content/uploads/2023/03/Raport-Monitorimi-i-procesit-t%C3%AB-prokurimit-dhemenaxhimi-i-kontratave_Mars-2023.pdf)

<sup>17</sup> Interview with school representatives, held on 22 April 2024

<sup>18</sup> Focus group with school representatives, held on 22 April 2024



Similarly, the prolonged delay posed significant challenges for school staff, who were tasked with adapting to the changing circumstances. The absence of a functional school not only hindered their ability to deliver quality education but also subjected them to increased stress and uncertainty.

In conclusion, the procurement process for the "Nënë Tereza" elementary school in Pristina highlighted significant inefficiencies and obstacles. Despite an initial budget of 700,000 Euros and multiple procurement attempts, the project ultimately exceeded its estimated cost by 60,772.26 Euros. Operational challenges, further emphasized by the COVID-19 pandemic and inflation, led to the termination of the first contract and subsequent delays. The year-long suspension of construction resulted in substantial damage to the partially completed work and severely disrupted the educational schedules of students and staff. These challenges underscored the need for more detailed planning and adherence to legal requirements in future municipal projects.

### Feedback on the New School: Highlights and Concerns from parents and school staff

This chapter will present the data derived from user satisfaction surveys conducted with parents and the staff of the school, highlighting the main challenges and insufficiencies expressed by school staff and parents. This survey revealed both positive aspects and areas of concern regarding the new school facility.

A predominant issue revolves around inadequate planning of school spaces and limited digitalization, hindering the adoption of contemporary teaching techniques. Notably, these shortcomings were not explicitly requested in the procurement contract, indicating deficiencies in the planning phase, rather than failure to deliver from the EO. However, there are also issues attributable to the EO's inability to provide certain services or effectively fulfill its responsibilities, which has impacted the functionality of the project.

First, **the school lacks sufficient digital infrastructure**. With only one operational smart board and no computer, staff members continuously complain about the limited opportunities for digital teaching methods.<sup>19</sup> Additionally, the absence of a photocopier forces teachers to print learning materials independently, often requiring travel to Pristina city for such services. Furthermore, despite being stipulated in the contract, the installation of internet connectivity was inadequately executed, resulting in significant challenges in accessing a reliable network within the school premises.<sup>20</sup> While it is acknowledged that equipping the school with digital learning tools may not have been explicitly outlined in the contract, responsibility for school inventory and equipment lies jointly with the Ministry of Education, Science, Technology, and Innovation (MESTI) and the municipality. Nevertheless, there is a clear need for greater emphasis on incorporating modern learning resources into the school's infrastructure.

Moreover, a significant deficiency observed within the school pertains to its **poorly equipped cabinets and classrooms**, lacking essential chairs and digitalization infrastructure crucial for supporting practical learning experiences.<sup>21</sup> While these vital provisions were not explicitly outlined in the procurement contract, their inclusion is crucial, particularly for a newly constructed educational facility. Notably, the preschool classroom was very underequipped, a challenge mitigated by the proactive efforts of its teacher, who, utilizing her own funds, furnished the classroom to meet the needs of the youngest pupils.<sup>22</sup> Such oversights underscore the importance of involving relevant stakeholders, including MESTI, the municipality, and all engaged parties, in ensuring comprehensive equipment provisioning for newly constructed schools. Moreover, it is essential to emphasize the critical role of practical learning in

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<sup>19</sup> Focus group with school representatives, held on 22 April 2024

<sup>20</sup> Ibid.

<sup>21</sup> Ibid.

<sup>22</sup> Ibid.

enhancing the educational experience, necessitating the integration of appropriate infrastructure and resources within educational institutions.

Second, a planning deficiency evident in the school is **the absence of curtains or blinds**. With more than half of the classrooms being directly exposed to the sun during working hours, the absence of this essential feature intensifies discomfort and makes the learning process particularly challenging during periods of high temperatures. Consequently, students struggle to concentrate and engage effectively in their studies.<sup>23</sup> This concern was also consistently mentioned by parents in the user satisfaction survey, emphasizing the substantial impact of this oversight on student comfort and learning effectiveness, and underscoring the urgency of addressing this issue to enhance the overall educational experience.<sup>24</sup> Incorporating such considerations into the planning phase or including them in the procurement contract could have ensured the provision of necessary conditions for an optimal learning environment.

Third, **the heating system in the school faces significant flaws**, particularly during the winter months. The reliance on a wood pellet heating system, housed within the school building, has led to numerous issues. One notable problem is the presence of a defective window in the small heating room, which limits ventilation. Moreover, during the recent winter season, the municipality supplied the school with very low-quality wood pellets, exacerbating the situation. Reports from school staff indicate various odors and poor air quality within the premises, resulting from using the poor-quality pellet.<sup>25</sup> Furthermore, the individual responsible for managing the heating system experienced respiratory issues due to prolonged exposure to the contaminated air. Teachers also observed symptoms among students, including headaches and fatigue, which could be attributed to the poor indoor air quality.<sup>26</sup> Despite the heating system being inactive during the team's visit in the school premises, the unpleasant odor was still evident, particularly near the heating room. This situation raises significant concerns and reflects a substantial oversight by the municipality in selecting inadequate heating fuel for a sensitive environment such as a school.

Fourth, a notable deficiency within the school pertains to **its limited spaces for cultural and sport activities**. While equipped with a physical education (PE) hall, the facilities are inadequately furnished, comprising only of a ping pong table and basic gymnastic equipment. Furthermore, the hall's poor insulation renders it susceptible to flooding during rainfall, limiting its usability.<sup>27</sup> Concerns raised by parents underscore the importance of adequate physical activity facilities in enhancing the learning environment.<sup>28</sup> Additionally, the absence of dedicated spaces for cultural events, such as concerts or plays, represents a significant oversight in planning. Staff members have highlighted the need for venues conducive to cultural activities to enrich the educational experience.<sup>29</sup> Addressing these components while planning educational objects should be treated as a primary consideration.

On a more positive note, **the school's construction has been well executed, ensuring high safety standards**. Emergency exits are available, although the absence of emergency stairs is noted. An evacuation plan and fire protection equipment further enhance safety measures. Furthermore, the school

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<sup>23</sup> Ibid.

<sup>24</sup> Data from user-satisfaction questionnaire

<sup>25</sup> Focus group with school representatives, held on 22 April 2024

<sup>26</sup> Ibid.

<sup>27</sup> Ibid.

<sup>28</sup> Data from user-satisfaction questionnaire

<sup>29</sup> Focus group with school representatives, held on 22 April 2024.

is inclusive, with facilities such as a functional elevator and accessible toilets for individuals with disabilities. Additionally, basic amenities such as electricity and water are operational without issues.<sup>30</sup>

Moreover, when analyzing data on user satisfaction surveys conducted with parents, regarding the general satisfaction with the school facility and infrastructure, a notable majority of parents express high levels of satisfaction. Specifically, 84 percent of respondents indicate that they are very satisfied with the building, mirroring the overall positive reception of the school's construction as mentioned earlier.<sup>31</sup> Regarding educational provisions, satisfaction levels also tend to be high. 75 percent of respondents rate their satisfaction with the level of education provided as either 'Satisfied' or 'Very Satisfied'.<sup>32</sup> This suggests that while there are notable infrastructure challenges, the educational services delivered are well-received by most parents.

In conclusion, the user satisfaction data regarding the new school facility reveals a mix of positive aspects and critical areas of concern. While the facility has spaciousness and functionality, issues such as inadequate digital infrastructure, planning deficiencies, flawed heating systems, and limited spaces for cultural and sports activities pose significant challenges. These shortcomings underscore the importance of thorough planning and consideration of essential factors during the procurement and construction phases of educational projects. Additionally, the need for collaboration among relevant stakeholders, including MESTI, the municipality, and all engaged parties, is crucial to address these deficiencies and ensure the provision of optimal learning environments for students.

## Chapter 2: Vushtrri/Vucitrn (Main) Family Medicine Center Project

### Background

The (Main) Family Medicine Center in Vushtrri/Vucitrn (hereinafter: the Center) initiated its procurement process in late 2019, finally becoming operational in 2023. Without considering its intended function as a Family Medicine Center (FMC), the center was designated as the Main Family Medicine Center (MFMC), despite not meeting the criteria outlined in Administrative Instruction on Primary Health Care No. 04/2020. Due to its improper working conditions, the municipality has opted to revert the facility back to its original FMC status, just a year after its initial operation.<sup>33</sup> With the new decision, the MFMC will exchange objects with FMC I, a facility deemed more suitable to serve as an MFMC. This decision will become effective very soon.<sup>34</sup>

As a MFMC, for the one operating year, has served a total of 62,148 services to citizens.<sup>35</sup> It employs 7 full-time doctors, and 22 nurses and technical staff.<sup>36</sup> It has several operating departments, such as the public health sector, the informatory system, oral health sector, emergency sector, diagnostic sector, central pharmacy, and administration. All in all, Vushtrri/Vucitrn citizens see this project as a very useful one, considering that that neighborhood had no access to primary health care, and had to travel to neighboring center to be able to access to healthcare services.<sup>37</sup>

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<sup>30</sup> Interview with school representatives, held on 22 April 2024

<sup>31</sup> Data from user-satisfaction questionnaire

<sup>32,32</sup> Ibid.

<sup>33</sup> Interview with MFMC representatives, held on 18 March 2024

<sup>34</sup> Ibid.

<sup>35</sup> Ibid.

<sup>36</sup> Ibid.

<sup>37</sup> Data from user satisfaction questionnaire

## Overview of the Procurement Process

The following section elaborates on the procurement process challenges related to the MFMC's building. The procurement process for the Center was marked by complexities and discrepancies. Initially planned in the 2019 annual procurement plan with a budget of 85,000 Euros,<sup>38</sup> the subsequent regular procurement process opened in October 2019 with a significantly higher preliminary contract value of 425,865.51 Euros.<sup>39</sup> This substantial variance between the planned and preliminary values again raises concerns regarding potential issues in the budgeting and planning stages. Notably, neither the 2020 nor the 2021 annual procurement plans allocated additional funds for the construction of the MFMC.

The contract for the construction project was awarded to EO with the lowest bidding price of 346,222.00 Euros.<sup>40</sup> However, despite the stipulated timeframe of 200 days, which would have seen the completion of the project by July 2020, the Center was only inaugurated in April 2023. The reasons behind this significant delay remain unclear, as the procurement bodies of the municipality have not provided satisfactory explanations, especially considering that the project's planning and execution spanned across different political administrations.

Further concerns regarding the procurement and building process were voiced during meetings with Center's staff. The staff generally perceives this process as highly politicized, with little regard for the 'best interest of citizens' at any stage. Firstly, staff members expressed dissatisfaction with the lack of consultation during the planning and building phases. They reported being formally called to provide approval for the building plans, with their concerns being disregarded despite raising valid points.<sup>41</sup> Secondly, allegations were made regarding the technical acceptance of the building, suggesting that it was approved by an individual lacking the necessary competence or authority.<sup>42</sup> Additionally, attempts by staff to report issues were allegedly obstructed, leading to perceptions of politicization surrounding the entire building process.<sup>43</sup>

In conclusion, the procurement process for the Center in Vushtrri/Vucitrn was faced with poor budget planning, significant delays, and general dissatisfaction among staff. The substantial variance between planned and actual costs highlights potential budgetary planning issues, while the project's delayed completion adversely affected citizens' access to healthcare services. Furthermore, the lack of inclusivity in the planning stages contributed to perceptions of politicization and could potentially hinder effective decision-making. These elements indicate a need for improved transparency, accountability, and multifaceted stakeholder engagement to ensure the efficient and timely delivery of essential public services.

## Feedback on the Health Center: Highlights and Concerns from End Users

The following paragraphs provide a summary of findings from the user satisfaction survey, outlining the prevalent issues encountered concerning the object. The user satisfaction with the Center was measured by two levels of users: the staff and the patients. On a first note, the focus group and interviews held with staff of the Center revealed significant dissatisfaction with the current working conditions. Starting from

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<sup>38</sup> Municipal Annual Procurement Plan for 2019, accessed here: <https://kk.rks-gov.net/vushtrri/wp-content/uploads/sites/33/2019/02/Planifikimi-Perfundimtar-i-Prokurimeve-per-Vitin-2019.pdf>

<sup>39</sup> Data from e-procurement, accessed on January 2024

<sup>40</sup> Procurement Contract for this project, accessed here:

<sup>41</sup> Focus group held with MFMC representatives on 18 March 2024

<sup>42</sup> Ibid.

<sup>43</sup> Ibid.

the poor spatial planning to the over-functional and under-functional rooms, the Center is not an ideal place for doctors, nurses, and the technical staff.

First, the **basement floor is entirely dysfunctional, primarily due to flooding caused by poor planning and inadequate measures to address potential risks.** Before the inauguration, heavy rain flooded the basement floor, making it entirely unusable.<sup>44</sup> Given its proximity to the Sitnicë/Sitnica river, the Center is prone to flooding, a risk that should have been anticipated during the planning phase. Despite solutions implemented by individual citizens and companies in the area, the Municipality and the EO failed to incorporate flood prevention measures into its plans.<sup>45</sup> Consequently, the flooding has disrupted the intended use of an entire floor, originally designated as a laboratory. Now, laboratory operations have been relocated to the second floor. The displacement of the laboratory to the second floor has led to overcrowding, particularly during peak times, impeding smooth operation of services. Despite staff efforts to improvise waiting areas, the influx of citizens makes it difficult to maintain operational efficiency.<sup>46</sup> Additionally, the original purpose of the second floor has been compromised, as it struggles to accommodate the increased demand for laboratory services. This planning deficiency has significantly impacted service delivery at the Center, resulting in operational disruptions, overcrowding, and compromised functionality. Moreover, given the limited space available in other areas, the Center cannot afford to have an entirely dysfunctional floor.<sup>47</sup> Failure to address the risk of flooding during the planning phase has led to the misallocation of space and resources, hindering the Center's ability to fully serve the community.

Second, **insufficient spatial planning within the Center has led to the creation of compact multifunctional rooms that do not meet standards set forth in the Administrative Instruction.** There are at least two spaces which serve multiple functions, and in highly narrow spaces. First, the Infusion Room presents a notable challenge due to its limited space, compromising patient comfort and safety. Originally unplanned, this room has cramped conditions, accommodating only four beds closely positioned and without dividers. These conditions hinder privacy and raise gender sensitivity concerns in a patriarchal context, as patients have expressed dissatisfaction with the lack of privacy and discomfort in sharing the room with individuals of another gender.<sup>48</sup> To compound the issue, this room serves both for performing infusions and injections. This multifunctionality, besides patients' privacy concerns, increases the risk of infectious disease spread and contamination, further jeopardizing patient well-being.<sup>49</sup> Moreover, inadequate ventilation raises air quality issues, posing additional health risks.<sup>50</sup>

The second instance concerns a compact three-square-meter designated for consultancy, electrocardiography, and inhalation services.<sup>51</sup> This confined space significantly hinders service provision and patient satisfaction. Staff members assigned to this room have consistently highlighted consistent challenge in delivering effective consultancy services for patients, as the demand for urgent electrocardiography and/or inhalation services takes precedence.<sup>52</sup> Originally not designed or sized adequately, the constrained dimensions of this room impede patient access and privacy during

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<sup>44</sup> Interview and focus group held with MFMC representatives on 18 March 2024

<sup>45</sup> Ibid.

<sup>46</sup> Focus group with MFMC representatives, held on 18 March 2024

<sup>47</sup> Ibid.

<sup>48</sup> Ibid.

<sup>49</sup> Interview with MFMC representatives, held on 18 March 2024

<sup>50</sup> Ibid.

<sup>51</sup> Focus group with MFMC representatives, held on 18 March 2024

<sup>52</sup> Ibid.

consultations and diagnostic procedures. The lack of partitioning between different functions within the room, such as consultations and electrocardiography procedures, further compromises patient confidentiality and dignity. Additionally, the insufficient room for essential medical equipment and patient amenities undermines the quality of care delivered, resulting in compromised service standards and patient outcomes.

Third, the **construction of narrow stairs and doors within the Center poses significant challenges for accessibility and usability, directly contravening established regulations.** Nurses and staff consistently voice concerns about the inadequacy of these features, particularly for individuals with mobility impairments, as navigating the narrow spaces proves difficult.<sup>53</sup> The narrow stairs are especially problematic, as they do not allow for more than one person to ascend or descend simultaneously, impeding efficient movement throughout the facility. Despite the presence of an elevator, functional stairs are seen as essential for daily activities and service utilization. Additionally, the narrow doors further amplify accessibility issues, failing to meet the Administrative Instruction guidelines.<sup>54</sup> In one instance, the necessity arose to break down a wall to accommodate medical equipment through the doors, highlighting the impracticality of the existing infrastructure. Moreover, the heavy nature of the doors adds to the usability challenges faced by both staff and patients.<sup>55</sup> These planning deficiencies hinder the Center's ability to provide seamless and efficient healthcare services, ultimately impacting the quality of care and patient experience.

Fourth, the **Center faces significant ventilation challenges, primarily due to the inadequate design of windows that are either non-operable or poorly positioned.** Proper ventilation is crucial for maintaining air quality and mitigating the risk of contamination and disease transmission within healthcare facilities. Unfortunately, many of the windows throughout the Center are inaccessible or unable to open, hindering natural airflow and ventilation. This issue is particularly concerning in the IV room, where the absence of functional windows further emphasizes ventilation deficiencies. These shortcomings represent a clear planning inefficiency that could have been addressed during the design phase to align with AI guidelines stipulating the need for easily cleanable windows and adequate ventilation systems.<sup>56</sup> As a result, the Center is unable to maintain optimal air quality standards, posing potential risks to both patients and staff and underscoring the importance of addressing ventilation concerns in healthcare facility planning and design.<sup>57</sup>

Fifth, a critical deficiency in **the Center's infrastructure was the initial lack of water supply in most offices,** including the laboratory, which posed significant safety and operational risks. This oversight is in direct violation of AI guidelines that emphasize the essential provision of water in healthcare facilities.<sup>58</sup> The absence of water not only hampers routine activities but also jeopardizes patient care and safety, particularly in environments where access to water is essential for medical procedures and hygiene practices. Addressing this issue was imperative to ensure compliance with regulatory standards and safeguard the well-being of patients and staff.<sup>59</sup>

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<sup>53</sup> Ibid.

<sup>54</sup> Ibid.

<sup>55</sup> Ibid.

<sup>56</sup> Administrative Instruction No. 04/2020 on Primary Health Care, accessible here: <https://gzk.rks.gov.net/ActDetail.aspx?ActID=88008>

<sup>57</sup> Focus group with MFMC representatives, held on 18 March 2024

<sup>58</sup> Administrative Instruction No. 04/2020 on Primary Health Care, accessible here: <https://gzk.rks.gov.net/ActDetail.aspx?ActID=88008>

<sup>59</sup> Focus group with MFMC representatives, held on 18 March 2024

Sixth, the **initial absence of a reception area upon the Center's establishment posed a significant operational challenge**, necessitating an improvised solution. The reception was quickly improvised after its inauguration with staff's initiative.<sup>60</sup> Contrary to AI guidelines, which prescribe the inclusion of a reception space in healthcare facilities,<sup>61</sup> the initial oversight compromised the efficiency of patient intake and administrative processes. A reception area is crucial for managing patient flow, providing information, and ensuring a welcoming environment for visitors. The lack of a designated reception space highlights the importance of adhering to established guidelines to optimize facility functionality and user experience.

On another note, the user satisfaction survey conducted with patients at the Center also provided insights into the experiences and perceptions of its patients. Most respondents report a positive experience with the center's services, with 58.5 percent of them indicating that they are 'Satisfied'. However, only a small fraction, about 2.4 percent, rate their experience as 'Very Satisfied',<sup>62</sup> which suggests that **while the services meet basic expectations, there is considerable room for enhancement to achieve higher levels of satisfaction**.

In terms of the physical environment, 78 percent of respondents feel that the center has enough space to meet their needs.<sup>63</sup> On another note, perceptions of comfort within these areas indicate potential for enhancement, as no citizens consider the spaces to be very comfortable. Only 53.7 percent of respondents find the spaces 'Comfortable', and nearly half, 46.3 percent, only find them 'Somewhat comfortable'.<sup>64</sup> This split indicates that **the Center's comfort levels might not meet all patients' expectations**, highlighting an area that could benefit from further attention, possibly in terms of furnishings or environmental conditions.

Accessibility is another key aspect of the center's services, with 85.4 percent of respondents acknowledging that the center offers accessible services for individuals with mobility difficulties. Despite this high percentage, about 7.3 percent of the patients still perceive the accessibility features as insufficient.<sup>65</sup> This feedback is crucial as it points **towards ongoing needs to refine the accessibility measures to ensure that all patients, regardless of physical ability, can access the center with ease**.

Open-ended responses from the survey reveal specific concerns and suggestions for improvement. A significant number of comments relate to the **lack of certain services such as medications and adequate staff presence, which are critical for a medical facility**. Issues like 'Lack of medicines', 'Staff delays', and a need for more doctors were frequently mentioned.<sup>66</sup> Furthermore, patients expressed a desire for better conditions for individuals with disabilities and improvements in overall hygiene, which are essential for a healthcare environment. Several patients also suggested that the **center could improve in various areas including expanding the facility to alleviate the issue of narrow spaces and reduce waiting times**, particularly in busy departments like dental care. Improvements in staff behavior and the availability of essential medications were also noted as areas that could enhance patient care and satisfaction. This feedback collectively underscores the importance of not only maintaining

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<sup>60</sup> Ibid.

<sup>61</sup> Administrative Instruction No. 04/2020 on Primary Health Care, accessible here: <https://gzk.rks.gov.net/ActDetail.aspx?ActID=88008>

<sup>62</sup> Data from user satisfaction questionnaire

<sup>63</sup> Ibid.

<sup>64</sup> Ibid.

<sup>65</sup> Data from user satisfaction questionnaire

<sup>66</sup> Ibid.

the functional aspects of healthcare delivery but also focusing on the environmental and interpersonal dimensions that significantly impact patient experiences at the Center.

The examination of both staff and patient perspectives on the Main Family Medicine Center in Vushtrri/Vucitrn highlights critical deficiencies in its planning, infrastructure, and service delivery. Staff members express significant dissatisfaction with the working conditions, citing poor spatial planning and inadequately designed rooms as primary concerns. These deficiencies not only compromise operational efficiency but also hinder the delivery of quality healthcare services. Patients, on the other hand, report generally positive experiences with the center's services, yet highlight areas for improvement, particularly in terms of comfort, accessibility, and service availability. Their feedback underscores the importance of addressing infrastructure shortcomings and enhancing service provision to meet the diverse needs of the community effectively. In essence, prioritizing the needs of all users and proactively addressing them during the planning phase is essential to maximize the benefits of public expenditures, particularly in healthcare and education infrastructure. Examples like the Center in Vushtrri/Vucitrn indicate the importance of proper planning and allocation of resources to ensure that community buildings serve their intended purpose effectively. By investing wisely and considering the diverse needs of citizens, public expenditures can result in maximum benefits and contribute positively to the well-being of the community.

## Chapter 3: Elementary School “Heronjtë e Kosovës” in Hoçë e Vogël/Mala Hoča

### Background

The “Heronjtë e Kosovës” school is located in Hoçë e Vogël/Mala Hoča village in Rahovec/Orahovac Municipality. The school serves students from two neighboring villages, Hoçë e Vogël/Mala Hoča and Brestovc/Brestovac. The school serves 236 pupils, with a total of 18 parallels, from preschool to ninth grade.<sup>67</sup>

Before the construction of its modern facilities (2018-2021), students were accommodated in a temporary school structure hastily erected by KFOR forces following the war.<sup>68</sup> The original school building was destroyed during the war in 1999, leading to the urgent need for accommodations to maintain educational continuity. Over the course of nearly two decades, this temporary facility served as a school for students from both villages, albeit with inherent limitations. The temporary school was characterized by cramped conditions and basic amenities, failing to provide an ideal learning environment for the students.

Since the establishment of the new school building, inaugurated in 2021, minimal complaints have been registered. Many shortcomings encountered from the initial building have been effectively addressed through collaborative efforts between the local community, including diaspora members, and the school administration. The school representatives frequently acknowledged the community's contributions to enhancing the school environment, particularly evident in initiatives such as the maintenance of the school garden and donations of materials, books, and shelves for the well-stocked library.<sup>69</sup> While overall satisfaction is high, notable concerns revolve around the limited space available for recreational and sports activities, as well as the substandard quality of the school's inventory and equipment.

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<sup>67</sup> Interview with staff representatives, held on 19 March 2024

<sup>68</sup> Ibid.

<sup>69</sup> Ibid.



## Overview of the Procurement Process

The following paragraphs explore the data on the procurement process for building the school. Two notable disparities emerged during the procurement and construction phases of the school project. Initially, the Municipality planned 70,000.00 Euros on its 2018 annual procurement plan for the school's construction.<sup>70</sup> However, when the subsequent procurement process commenced in August 2018, the preliminary foreseen value rose more than ten-times to 880,450.00 Euros. This considerable variance between the initial budget allocation and the subsequent procurement estimates highlights potential shortcomings in budgetary planning and allocation processes. Notably, these discrepancies were not rectified in subsequent annual procurement plans for 2019 and 2020, further highlighting lapses in financial oversight and planning within the municipality.

Moreover, the selected EO proposed to complete the school construction at a cost of 464,298.82 Euros,<sup>71</sup> substantially lower than the preliminary value outlined in the contract announcement. This significant variance raises concerns regarding the accuracy and reliability of cost estimations during the procurement phase, potentially indicating inefficiencies or discrepancies in the procurement process.

Furthermore, the contractual agreement stipulated a completion timeline of 24 months (2 years), with the school expected to be operational by November 2020.<sup>72</sup> However, students only commenced their learning activities a year later, in 2021. This delay in project completion potentially raises questions about the efficiency of project management and execution but also notes the potential adverse impact on citizens who were deprived of timely access to educational facilities.

## Feedback on the New School: Highlights and Concerns from parents and school staff

Based on the qualitative data from interviews and focus groups for the school in Hočë e Vogël/Mala Hoča, several key themes emerge that highlight both the strengths and areas for improvement in the school's infrastructure and services.

First, the lack of a **properly constructed and equipped physical education hall is a significant concern**. The current setup forces the school to improvise and utilize inadequate spaces such as classrooms or corridors for physical activities, which are not only unsuitable but also compromise the safety and effectiveness of physical education sessions.<sup>73</sup> Additionally, the school's outdoor sports field is a prime example of poor planning and execution. It is not well-levelled compared to the surrounding garden areas, creating a risky environment where students are at risk of injury when stepping in or out of the field.<sup>74</sup> This uneven terrain has already caused injuries, highlighting a severe oversight in the construction and maintenance of outdoor recreational facilities.

Second, another significant issue is **the inadequacy of specialized classrooms and equipment for science education**. There is a notable absence of laboratories for physics and chemistry, which hampers the delivery of quality science education.<sup>75</sup> The lack of essential equipment such as microscopes and other laboratory tools was highlighted as a critical gap, affecting the school's ability to provide comprehensive

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<sup>70</sup> <https://kk.rks-gov.net/rahovec/wp-content/uploads/sites/23/2018/05/Planifikimi-i-Prokurimit-2018.pdf>

<sup>71</sup> Procurement Contract for this project, accessible here: <https://kk.rks-gov.net/rahovec/wp-content/uploads/sites/23/2021/07/Kontrata-050-Ndertimi-i-SHMFU-ne-Hoce-e-vogel-Brestoc.pdf>

<sup>72</sup> Procurement Contract for this project, accessible here: <https://kk.rks-gov.net/rahovec/wp-content/uploads/sites/23/2021/07/Kontrata-050-Ndertimi-i-SHMFU-ne-Hoce-e-vogel-Brestoc.pdf>

<sup>73</sup> Focus group with school representatives, held on 19 March 2024

<sup>74</sup> Ibid.

<sup>75</sup> Ibid.

science instruction. Furthermore, the IT facilities are described as outdated, with old equipment that does not meet the current educational requirements for digital literacy.<sup>76</sup>

Third, the school's infrastructure also appears to be **lacking in terms of accessibility and inclusivity**. There are no facilities for individuals with disabilities, such as toilets or access to different floors, which limits the school's ability to accommodate students and staff with physical limitations. Ensuring accessibility and inclusivity in school infrastructure is crucial for providing equal opportunities to all students and staff, regardless of their physical abilities. By incorporating facilities for individuals with disabilities, such as accessible toilets and ramps for different floors, schools can create an environment that accommodates diverse needs and promotes inclusivity. While there may not have been reported cases of individuals with disabilities attending the school thus far,<sup>77</sup> it is essential for newly built facilities to be inclusive from the outset. Doing so ensures that the school is prepared to accommodate any students or staff members with disabilities who may enroll or join in the future.

Fourth, the **school faces challenges regarding basic amenities such as curtains or blinds and inventory quality**. The absence of curtains or blinds results in uncomfortable learning conditions, particularly during warmer months, as teachers struggle to conduct lessons in classrooms exposed to direct sunlight.<sup>78</sup> These fundamental amenities could have been easily addressed during the planning and implementation phases, enhancing the overall comfort of the learning environment for students. Additionally, the school's inventory is of notably low quality, with blackboards becoming unusable mere months after their initial use. Moreover, the school is furnished with outdated chairs and desks that are not optimal for educational purposes. While the responsibility for addressing these issues lies with the MESTI, it exemplifies a broader pattern where public expenditures fail to adequately serve the needs of citizens.

From the perspectives shared during the interviews and focus groups, while the school was constructed recently, there are some deficiencies that were either overlooked during the planning phase or have emerged due to inadequate execution. These issues range from poor construction of essential facilities like sports fields and toilets to the absence of necessary educational equipment and accessibility features.

In terms of positive feedback, the school is praised for good insulation and ventilation, which suggests that some aspects of the building are well-constructed. Additionally, there is a strong sense of cooperation with local authorities, although the execution of decisions and financial management appear to be areas needing improvement.<sup>79</sup>

The user satisfaction survey for the school facility in Hoçë e Vogël/Mala Hoča provides a broad view of parental satisfaction concerning various aspects of the educational environment, most parents expressed a positive view on the educational level provided by the school, with 72 percent rating their satisfaction as 'Satisfied' or 'Very Satisfied'.<sup>80</sup> This indicates a general approval of the educational standards, suggesting that the curriculum and teaching methods meet the expectations of most families. Similarly, 78 percent of participants report satisfaction with the school's facilities and infrastructure, which includes buildings, classrooms, and other physical resources, highlighting that these aspects generally meet the community's needs. However, the survey also indicates areas for improvement, particularly in digitalization and

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<sup>76</sup> Ibid.

<sup>77</sup> Interview with school representatives, held on 19 March 2024

<sup>78</sup> Focus group with school representatives, held on 19 March 2024

<sup>79</sup> Ibid.

<sup>80</sup> Data from user satisfaction questionnaires

equipment, where about 20 percent of responses reflect neutrality or dissatisfaction,<sup>81</sup> suggesting that updates and enhancements in technological resources could benefit the school.

The adequacy of special needs facilities is another area with mixed reviews. Approximately 45 percent of the respondents believe that the provisions for students with special needs are adequate, while others either do not know or believe that these provisions require improvements.<sup>82</sup> This variability in responses highlights the need for continued attention to inclusivity and accessibility within the school environment.

Analyzing the open-ended responses from parents reveals several key concerns, with a predominant emphasis on enhancing sports and physical education facilities. Parents frequently request more equipped sports halls, safer environments with artificial grass to prevent injuries, and better security measures.<sup>83</sup> Additional concerns include the need for modernized and functional classrooms, specifically with upgraded digital and science lab equipment, and improved general school infrastructure like cleaner toilets and more green spaces. These requests highlight a strong need for a safer, more engaging, and resource-rich educational environment that supports both the physical well-being and academic advancement of students.

In conclusion, the assessment of the school in Hoçë e Vogël/Mala Hoça reveals some gaps and oversights, particularly in the planning and provision of sports facilities. It is a substantial oversight that an indoor PE hall was not initially included in the school's design, a fact that now demands attention and mitigation. This oversight has resulted in the use of inadequate spaces for physical education—classrooms and corridors fail to meet the basic standards for such facilities. The existing outdoor sports field, poorly planned and executed, further intensifies these issues, posing safety risks to students and highlighting the urgent need for comprehensive improvements. Additionally, the inadequacy of specialized classrooms for science and outdated IT facilities point to a significant shortfall in meeting current educational standards and preparing students for future academic and professional challenges. The school's lack of accessibility features further underscores a crucial oversight in inclusivity, suggesting a need for immediate infrastructure modifications to accommodate all individuals. While the school boasts strong aspects such as good insulation and cooperative local governance, these can be overshadowed by the pressing needs upgraded classroom conditions, and more contemporary educational tools. Addressing these issues is essential for creating a safer, more engaging, and resource-rich educational environment.

## Conclusions

The following conclusions can be drawn regarding the three examined projects:

### **Elementary School “Nënë Tereza” in Vranidoll/Vrani do:**

- There were significant delays in the construction of the new school building, primarily due to COVID-19 pandemic and inflation, and the delays in contracting a second economic operator, after the first one terminated the procurement contract.
- The initial budget planned, and the budget allocated on the all of the contracts for the project were significantly lower than the final expenditure, indicating issues with budget planning and financial forecasting.

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<sup>81</sup> Ibid.

<sup>82</sup> Data from user satisfaction questionnaires

<sup>83</sup> Ibid.

- Despite the new building being completed, there are several deficiencies, including inadequate digital infrastructure, poor planning of school spaces, and a malfunctioning heating system.
- User satisfaction data highlights a mix of positive feedback on the safety and inclusivity of the school but also concerns about the lack of modern teaching tools and insufficient planning for cultural and sports activities.

#### **Main Family Medicine Center (MFMC) in Vushtrri/Vucitrn:**

- The project faced poor budget planning and significant delays, with the Center becoming operational much later than initially planned.
- Staff and patient feedback revealed dissatisfaction with the spatial planning, which led to cramped and multifunctional rooms that do not meet established standards.
- There were several infrastructure issues, including poor ventilation, inadequate water supply in offices, and the absence of a proper reception area.
- Despite these challenges, the Center is seen as beneficial by the community, although there is room for improvement in terms of comfort, accessibility, and availability of services.

#### **Elementary School “Heronjtë e Kosovës” in Hoçë e Vogël/Mala Hoça:**

- The project experienced a substantial variance between the initial budget and the final procurement estimates, highlighting budgetary planning shortcomings.
- The delay in project completion affected the timely access to educational facilities for the community.
- Key concerns include the lack of a properly constructed physical education hall, inadequate specialized classrooms and equipment for science education, and the absence of accessibility features.
- Despite these issues, the school is generally well-received, with positive feedback on insulation, ventilation, and cooperation with local authorities. However, there is a need for improvements in digital and science lab equipment, and the provision of better sports facilities.

## **Recommendations**

Based on the findings of the PETS report, the following considerations are recommended to municipalities, to enhance the transparency, accountability, and effectiveness of public expenditure in municipalities and institutions:

- Ensure proper compliance with the Law on Public Procurement for all procurement processes.
- Ensure thorough and realistic budget estimations during the planning phase of public projects to avoid significant discrepancies between planned and actual expenditures.
- Implement a system for regular monitoring of budget allocations and expenditures. Adjust budget plans as necessary to accommodate unexpected.
- Develop detailed project timelines with clear milestones and deadlines. Ensure regular progress updates and address delays promptly.
- Conduct feasibility studies during the early stages of project planning to assess potential risks, costs, and benefits. This includes evaluating site conditions, stakeholder needs, and technical requirements to ensure that projects are viable and well-planned from the outset.
- Allocate funds, or advocate for funds to be allocated, specifically for the development of digital infrastructure in public institutions, including schools and healthcare facilities. This includes internet connectivity, smart devices, and digital learning tools.

- Actively engage the community in the planning stages of public projects through public consultations and feedback mechanisms. This ensures that projects meet the actual needs of the community. This engagement can also include raising public awareness about ongoing and upcoming projects, budget allocations, and their intended benefits.
- Engage end-users (e.g., teachers, healthcare workers, students, patients) in the architectural planning phase to gather insights on their spatial needs and preferences. This helps create functional and user-friendly environments.
- Implement stringent quality assurance measures to ensure that projects meet specified standards and requirements. Regularly inspect and audit ongoing projects to identify and rectify issues early.
- Conduct regular satisfaction surveys among end-users (e.g., students, patients) to gather feedback on the quality of services and infrastructure. Use this feedback to make continuous improvements.
- Ensure all contracted projects comply with safety standards, including proper ventilation, accessibility, and emergency preparedness measures.