Transparent, Effective and Accountable Municipalities (USAID TEAM) activity in Kosovo

QUARTERLY PERFORMANCE REPORT
JULY – SEPTEMBER 2018

Contract No. AID-167-C-17-00001

October 15, 2018
QUARTERLY PERFORMANCE REPORT
July – September 2018

Project Title: Transparent, Effective and Accountable Municipalities (USAID TEAM) activity in Kosovo
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COR: Jeton Cana
Contractor: DAI Global, LLC
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Prepared by: USAID TEAM

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<tr>
<td>ACA</td>
<td>Anti-Corruption Agency</td>
</tr>
<tr>
<td>AKM</td>
<td>Association of Kosovo Municipalities</td>
</tr>
<tr>
<td>BIRN</td>
<td>Balkan Investigative Reporting Network</td>
</tr>
<tr>
<td>CHU</td>
<td>Central Harmonization Unit</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>CVA</td>
<td>Corruption Vulnerability Assessment</td>
</tr>
<tr>
<td>D+</td>
<td>Democracy Plus</td>
</tr>
<tr>
<td>EO</td>
<td>Economic Operators</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>GLPS</td>
<td>Group for Legal and Political Studies</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>IA</td>
<td>Internal Audit</td>
</tr>
<tr>
<td>IAU</td>
<td>Internal Audit Unit</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KDI</td>
<td>Kosova Democratic Institute</td>
</tr>
<tr>
<td>KIPA</td>
<td>Kosovo Institution for Public Administration</td>
</tr>
<tr>
<td>KJC</td>
<td>Kosovo Judicial Council</td>
</tr>
<tr>
<td>MAC</td>
<td>Municipal Audit Committees</td>
</tr>
<tr>
<td>MLGA</td>
<td>Ministry of Local Government Administration</td>
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<tr>
<td>MoF</td>
<td>Ministry of Finance</td>
</tr>
<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MPA</td>
<td>Ministry of Public Administration</td>
</tr>
<tr>
<td>NAO</td>
<td>National Audit Office</td>
</tr>
<tr>
<td>OCAT</td>
<td>Organizational Capacity Assessment Tool</td>
</tr>
<tr>
<td>PFM</td>
<td>Public Finance Management</td>
</tr>
<tr>
<td>PM</td>
<td>Procurement Manager</td>
</tr>
<tr>
<td>POs</td>
<td>Procurement Officers</td>
</tr>
<tr>
<td>PPL</td>
<td>Public Procurement Law</td>
</tr>
<tr>
<td>PPRC</td>
<td>Public Procurement Regulatory Commission</td>
</tr>
<tr>
<td>ROGPP</td>
<td>Rules and Operational Guidelines for Public Procurement</td>
</tr>
<tr>
<td>SCC</td>
<td>Special Conditions of the Contract</td>
</tr>
<tr>
<td>STTA</td>
<td>Short-Term Technical Assistance</td>
</tr>
<tr>
<td>TEAM</td>
<td>Transparent, Effective and Accountable Municipalities</td>
</tr>
<tr>
<td>TOT</td>
<td>Training-of-trainers</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
</tbody>
</table>
INTRODUCTION

This quarterly report for the USAID Transparent, Effective and Accountable Municipalities (USAID TEAM) activity in Kosovo documents progress from 1 July to 30 September 2018, in compliance with section F.6.c. of the referenced contract.

The report is divided into the following sections:

- **Introduction**, giving an overview of the project and events for the reporting quarter;
- **Work plan progress**, covering the status of each activity as outlined in the current version of the approved USAID TEAM work plan;
- **Indicator performance**, which relates to activity management and progress towards specific indicators;
- **Project management**, including operational successes and challenges; and
- **Major activities for next quarter**.

A list of reports and deliverables completed during the reporting period is included as Annex A.

**Kosovo USAID TEAM Background**

USAID TEAM is a five-year activity that began in January 2017 and is scheduled to conclude in January 2022. The activity improves procurement effectiveness and transparency by providing comprehensive assistance to all 38 Kosovo municipalities, with more intensive coaching and mentoring in five focus municipalities: Gjakovë/Đakovica, Gjilan/Gnjilane, Pejë/Peć, Prishtinë/Priština, and Vushtrri/Vučitrn.

At the central level, USAID TEAM works closely with national-level actors including the Ministry of Finance (MoF), Public Procurement Regulatory Commission (PPRC), National Audit Office (NAO), Procurement Review Body (PRB), and the Anti-Corruption Agency (ACA).

Civil society also plays a key role in providing oversight in a watchdog capacity and exposing corrupt practices. USAID TEAM partners with an active network of CSOs, including CiviKos, to promote transparency and accountability. This network is educating and engaging citizens to identify corruption when it occurs – from the municipal to the national level – and to provide sustained pressure to improve transparency.

Activities implemented through USAID TEAM contribute to the CDCS Development Objective 1: Improved Rule of Law and Governance that Meet Citizens’ Needs. The activity directly contributes to two intermediate results under this development objective:

**IR1.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes.** USAID TEAM is improving the accountability of municipal administrations and assemblies through greater transparency and effectiveness.

**IR1.4: Civil Society Strengthened to Increasingly Engage Constructively with Government.** USAID TEAM is working with civil society to monitor municipal procurement.
Significant Events this Quarter

- **Municipalities voluntarily publish public procurement contracts.** Starting with the Municipality of Gjakova, 16 municipalities published all current procurement contracts on their respective municipal websites for a total of 581 contracts disclosed. All USAID TEAM focus municipalities and second-tier municipalities opened their contracts.

- **Public Procurement Regulatory Commission (PPRC) issues a regulation mandating all contracting authorities disclose procurement contracts.** The PPRC issued the decision in early September requiring all contracting authorities at the local and central level to make contract data available to the public in the e-Procurement platform. This constitutes a “breakthrough change” and places Kosovo among the leading nations in the region for procurement transparency.

- **CSO partner Levizja FOL launches the Open Procurement Transparency Portal, enabling citizens to sift through huge amounts of data from the e-Procurement platform via a user-friendly interface.** The Portal, available at [www.prokurimihapur.org](http://www.prokurimihapur.org), allows CSOs, investigative journalists, businesses, anti-corruption investigators, and citizens to explore linkages between public agencies, public contracts, and private sector companies and identify unusual patterns that may be indicative of corruption. The PPRC granted Levizja FOL access to their servers and the Portal automatically pulls all procurement data from the e-Procurement platform on a weekly basis.

- **The PPRC issued a regulation requiring economic operators submit their bids for all centralized procurements and large value procurements electronically.** This new regulation eliminates the possibility of hard copy submission. In addition, the PPRC announced that small and medium value procurements will similarly shift to fully electronic format, including electronic-only bid submission, starting on January 1, 2019.

- **USAID TEAM expanded its support from the five focus municipalities and began rolling out best practices to six second-tier municipalities.** USAID TEAM Municipal Implementation Advisors visited the six second-tier municipalities during this quarter and shared templates, manuals, guides, and best practices developed in the five focus municipalities.

- **The National Audit Office formally incorporated an Anti-Fraud Unit into its organizational structure.** The Anti-Fraud Unit was established with the support of USAID TEAM and has already detected 37 public procurement cases with fraud elements, from which six will be forwarded to the State Prosecutor for further action.

- **Grantee Kosova Democratic Institute launched its third annual Transparency Index for Public Procurement at the Municipal Level.** This report sheds light on municipal procurement activities and thereby incentivizes institutions to improve the quality of services delivered to citizens.

- **CSOs continue to monitor and report on specific cases of alleged corruption in municipal procurement through project support, reaching a large audience.** For example, one CSO partner carried out an investigative report and produced a video about problems and delays with the implementation of works on the Ibrahim Rugova memorial park in Istog Municipality which reached 70,766 people.
WORK PLAN PROGRESS

Table 1 summarizes the status of work plan activities, followed by more detailed commentary on each component that covers Year 2 activities outlined in the work plan.

Table: Work Plan Schedule Performance

<table>
<thead>
<tr>
<th>Work plan task</th>
<th>Work plan due date</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.3. Conduct citizen perception survey</td>
<td>March 2018</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>1.1.4. Municipal graduation plan - Monitoring of implementation</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td></td>
</tr>
<tr>
<td>1.1.6. Annual (internal) review of municipal custom work plan activities, targets achieved (AMP tool)</td>
<td>August 2018</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>1.1.9. Focus groups (external) with business representatives (AMP tool)</td>
<td>June 2018</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>1.2.1. Identify, develop and implement project ideas and proposals for Support Fund projects</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td>Five focus municipalities have identified projects. Progress by municipality: - Pristina municipality project is under implementation. - Gjilan and Vushtrri municipalities projects are in tendering phase. - Peja and Gjakova municipalities projects are developing applications.</td>
</tr>
<tr>
<td>1.3.1. Training of municipal contract managers on the project/contract management cycle</td>
<td>May 2018</td>
<td>Postponed to Q4 Ongoing</td>
<td>Based on request and in coordination with central level institutions (KIPA, PPRC and MLGA) the activity is postponed. Activity is sub-contracted to MDA and is scheduled to start on October 8, 2018.</td>
</tr>
<tr>
<td>1.3.3 Municipal Implementation Advisors will continue to provide on-the job coaching and mentoring for all municipal procurement activities</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td></td>
</tr>
<tr>
<td>1.3.4 Developing and introducing public procurement model forms/templates and of manuals/guidelines for transparent, effective procurement procedures</td>
<td>August 2018</td>
<td>Completed</td>
<td>Completed Manual: Negotiated Procedure without Contract Notice</td>
</tr>
<tr>
<td>1.3.5 Procurement officers share experiences, best practices, identifying challenges and recommendations to improve procurement processes</td>
<td>September 2018</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Work plan task</td>
<td>Work plan due date</td>
<td>Status</td>
<td>Comments</td>
</tr>
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</tr>
<tr>
<td>1.4.1 On-the-job coaching of procurement officers on the e-Procurement platform</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td></td>
</tr>
<tr>
<td>1.4.3. On-the-job training on e-procurement for IA officers to monitor e-procurement activities</td>
<td>June 2018</td>
<td>Postponed to Q3 and Q4 Ongoing</td>
<td>Due to a PPRC request because the access to auditors in e-procurement was not established</td>
</tr>
<tr>
<td>1.5.4: Developing municipal action plans for addressing NAO findings/recommendations</td>
<td>July 2018</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>1.5.5. On-the-job coaching to address and implement NAO recommendations</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td>Municipalties now regularly publish their plans, decisions, procurement activities, contracts and periodic reports. Municipal Implementation Advisors will provide ongoing support for reporting requirements.</td>
</tr>
<tr>
<td>1.6.1 Focus municipalities regularly publicize Procurement, Audit and Finance related information/reports</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td>Municipalities now regularly publish their plans, decisions, procurement activities, contracts and periodic reports. Municipal Implementation Advisors will provide ongoing support for reporting requirements.</td>
</tr>
<tr>
<td>1.6.2 Support focus municipalities on their public relations efforts</td>
<td>October 2018</td>
<td>Ongoing, on track</td>
<td>Based on request from the Ministry of Public Administration this training was postponed until the second part of the year due to a system upgrade. Final preparations to start on October 1, 2018.</td>
</tr>
<tr>
<td>1.7.2 Utilization of human resources management information system (HRMIS) in all municipalities</td>
<td>June 2018</td>
<td>Postponed to Q4</td>
<td></td>
</tr>
<tr>
<td>1.7.3 On-the-job coaching/mentoring of municipal HR officers to enforce ethics and eliminate conflicts of interest</td>
<td>October 2018</td>
<td>Ongoing, on track</td>
<td>In coordination with CHU this activity is postponed for Q3 and Q4. First draft of Book of Processes developed and is under review.</td>
</tr>
<tr>
<td>1.8.3 Developing Handbook on Internal Public Expenditure Management Process</td>
<td>May 2018</td>
<td>Postponed for Q4</td>
<td>In coordination with CHU this activity is postponed for Q3 and Q4. First draft of Book of Processes developed and is under review.</td>
</tr>
<tr>
<td>1.8.4 Introducing Municipal/Code of Ethics including finance accountability</td>
<td>June 2018</td>
<td>Postponed for Q4</td>
<td>In coordination with CHU and MLGA this activity is postponed for Q4. Two sessions held. Submitted final comments on Municipal Code of Ethics. Once approved by focus municipalities, the project will deliver five workshops on the Code of Ethics.</td>
</tr>
<tr>
<td>1.8.5 On-the-job coaching: Budget Planning</td>
<td>September 2018</td>
<td>Completed</td>
<td>Conducted municipal joint working sessions between Finance Departments and Procurement Offices at four municipalities.</td>
</tr>
<tr>
<td>Work plan task</td>
<td>Work plan due date</td>
<td>Status</td>
<td>Comments</td>
</tr>
<tr>
<td>----------------</td>
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</tr>
<tr>
<td>2.1.1 Provide guidelines to NAO auditors on conducting procurement audits through the e-Procurement system</td>
<td>August 2018</td>
<td>Completed</td>
<td>Drafted guidelines for internal and external auditors on conducting procurement audits through the e-Procurement system.</td>
</tr>
<tr>
<td>2.1.2 Revise NAO audit manuals to incorporate procurement fraud detection instructions</td>
<td>August 2018</td>
<td>Completed</td>
<td>NAO audit manuals are supplemented with instructions on fraud detection in procurement.</td>
</tr>
</tbody>
</table>
| 2.1.3 Conduct a) bespoke anti-fraud capacity building programs for NAO’s LGD and VIM, b) combined with ToT program | a) March 2018  
b) August 2018 | Completed | 18 trainers from NAO, CHU and ACA completed this training and are now part of KIPA curriculum. |
<p>| 2.1.4 Establish anti-fraud legal framework: | April 2018 | Completed | |
| 2.2.2 Establish an intranet forum as a supplementary mean of communication between CHU and IAUs | June 2018 | Completed | The intranet forum is now active within CHU and maintained by MoF IT staff. |
| 2.2.3 Train CHU and IAUs on Procurement Audit Manual combined with ToT program | July 2018 | Completed | |
| 2.2.4 Strengthen mechanisms to enable CHU to take measures against poor performing/ professionally non-compliant internal auditors | September 2018 | Completed | Internal Regulation on enforcement mechanism drafted and is under review by CHU. |
| 2.3.5 Promote interoperability of the e-procurement system | May 2018 | Postponed for Q4 | USAID TEAM prepared MOUs and SLAs to be signed with MoF and MPA. Both MoF and MPA expressed reluctance to enter into formal commitments. The project has hired an IT STTA to push this activity forward and pursue at a higher level in the GOK. |
| 2.3.6 Train the PPRC IT team to operate and maintain the e-procurement platform | December 2018 | Ongoing, on track | The project has contracted three training providers and the three IT PPRC staff are following the timeline and the activity will be completed in Q4. |
| 2.4.1 Develop contractor past performance mechanism: Draft legal framework to institute CPP mechanism | December 2018 | Ongoing, on track | Initial terms of reference have been developed. Certain adaptations needed to integrate into Contract Management. |</p>
<table>
<thead>
<tr>
<th>Work plan task</th>
<th>Work plan due date</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.6.1 Develop the PPRC Communications Strategy</td>
<td>August 2018</td>
<td>Postponed to Q4</td>
<td>PPCR is in the process of establishing a PR function. USAID TEAM drafted a media list, media statement and invitation.</td>
</tr>
<tr>
<td>2.7.3 Establish a structured and easily accessible database of PRB past decisions</td>
<td>August 2018</td>
<td>Postponed for Q4</td>
<td>Vendor selected and in process of developing database.</td>
</tr>
<tr>
<td>2.7.4 Support PRB in developing a more user-friendly website</td>
<td>October 2018</td>
<td>Ongoing, on track</td>
<td>Vendor selected and in process of developing website.</td>
</tr>
<tr>
<td>2.7.5 Establish PRB technical capacities to support live video streaming of hearings</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td>Vendor selected and in process of developing livestreaming.</td>
</tr>
<tr>
<td>3.1.1 Host annual CSO challenges to foster innovative ideas</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td>RFA prepared and submitted to USAID for review and approval.</td>
</tr>
<tr>
<td>3.1.2 Provide subcontract funding to CSOs to monitor three phases of procurement for period of two years</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td>USAID TEAM notified USAID of the need to shift implementation of activity to Q3 and Q4 due to programmatic adaptations in training methodology in sub-activity 3.3.1.</td>
</tr>
<tr>
<td>3.1.3 Seed funding for local CSOs on youth engagement, monitoring of procurement, awareness raising and an advocacy campaign for legislative changes for transparent procurement</td>
<td>June 2018</td>
<td>Postponed to Q3 and Q4</td>
<td>USAID TEAM notified USAID of the need to shift implementation of activity to Q3 and Q4 due to programmatic adaptations in training methodology in sub-activity 3.3.1.</td>
</tr>
<tr>
<td>3.1.4 Support activities (publishing) of procurement transparency index</td>
<td>March 2018</td>
<td>Completed</td>
<td>Developed the Transparency Index on Public Procurement</td>
</tr>
<tr>
<td>3.1.5 Increasing civic oversight on public money spending in Kosovo (BIRN activity)</td>
<td>September 2018</td>
<td>Postponed to Q4</td>
<td>Review, design and approval of monitoring report faced delays.</td>
</tr>
<tr>
<td>3.1.6 Exposing corruption through active monitoring and comparison of five municipalities (D+ activity)</td>
<td>September 2018</td>
<td>Postponed to Q4</td>
<td>Review, design and approval of monitoring report faced delays.</td>
</tr>
<tr>
<td>3.1.7 Benchmarking tool for public procurement activities (Riinvest activity)</td>
<td>September 2018</td>
<td>Postponed to Q4</td>
<td>Review, design and approval of monitoring report faced delays.</td>
</tr>
<tr>
<td>3.1.8 Support establishment of a public procurement transparency portal. (Levizja FOL activity)</td>
<td>October 2018</td>
<td>Ongoing, on track</td>
<td>Final report to be published in October.</td>
</tr>
<tr>
<td>3.1.10 Social accountability tools to monitor, collect and publicize data on potential corruption</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td></td>
</tr>
<tr>
<td>Work plan task</td>
<td>Work plan due date</td>
<td>Status</td>
<td>Comments</td>
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</tr>
<tr>
<td>3.1.1 Engage national-level CSOs to monitor PRB decisions with impact on local-level procurement</td>
<td>July 2018</td>
<td>Ongoing, on track</td>
<td>CSO engaged by July as planned. Activities will run through December 2018</td>
</tr>
<tr>
<td>3.2.1 Engage national-level CSOs as trainers through the CiviKos subcontract and the Support Fund to provide trainings and coaching sessions for local-level CSOs</td>
<td>October 2018</td>
<td>Ongoing, on track</td>
<td>Due to the change of methodology, the development of work plan and content package is delayed. Completion of coaching sessions will be delayed until January 2019.</td>
</tr>
<tr>
<td>3.3.1 Through CiviKos and national-level CSOs train municipal-level CSOs on media engagement</td>
<td>September 2018</td>
<td>Postponed to Q4 2018 and Q1 2019</td>
<td>Due to the change of methodology, the development of work plan and content package is delayed. Completion of coaching sessions will be postponed until January 2019.</td>
</tr>
<tr>
<td>3.3.2 Train national and municipal-level CSOs on media engagement through social media.</td>
<td>December 2018</td>
<td>Ongoing, on track</td>
<td></td>
</tr>
<tr>
<td>3.4.2 Feedback from CSOs internal</td>
<td>September 2018</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>3.4.3 Focus groups (external) with Civil Society Organization</td>
<td>September 2018</td>
<td>Completed</td>
<td></td>
</tr>
</tbody>
</table>

The table below summarizes the STTA assignments conducted during the reporting period, along with the principal tasks of each STTA and any observations on delayed or incomplete tasks.

**Table: Technical STTA Assignments During Reporting Period**

<table>
<thead>
<tr>
<th>STTA</th>
<th>Staff Name</th>
<th>Main Objectives of Assignment</th>
<th>Antic. Completion Date</th>
<th>Actual Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Trainer E-Procurement</td>
<td>Migjen Zubaku</td>
<td>Deliver practical training for the use of e-procurement platform for municipal officials</td>
<td>31 December 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>IT Trainer E-Procurement</td>
<td>Fatmir Gashi</td>
<td>Deliver practical training for the use of e-procurement platform for municipal officials</td>
<td>31 December 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Human Resources Specialist</td>
<td>Hajdin Ramadani</td>
<td>Review draft law for Public Officials and on-the-job support to Peja, Gjakova and Vushtrri municipalities</td>
<td>26 October 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Human Resources Specialist</td>
<td>Edmonda Kelmendi</td>
<td>On-the-job support to Pristina and Gjilan municipalities</td>
<td>28 October 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>STTA</td>
<td>Staff Name</td>
<td>Main Objectives of Assignment</td>
<td>Antic. Completion Date</td>
<td>Actual Completion Date</td>
<td>Comments</td>
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</tr>
<tr>
<td><strong>Audit Advisor</strong></td>
<td>Genc Rraci</td>
<td>On-the-job coaching to address NAO Recommendations in municipality. Support will be provided to municipalities: Obiliq, Kacanik, Skenderaj, Decan, Klina and Dragash.</td>
<td>31 December 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>Audit Advisor</strong></td>
<td>Leke Musa</td>
<td>On-the-job coaching to address NAO Recommendations. Support will be provided to municipalities: North Mitrovica, Novoberdo, Ranillug, Shterpce, Zubin Potok, Gligovc, and Shtime.</td>
<td>31 December 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>Audit Advisor</strong></td>
<td>Ariana Selmani</td>
<td>On-the-job coaching to address NAO Recommendations. Support will be provided to municipalities: Gracanica, Kilokot, Leposaviq, Partesh, Zvecan, Malisheva and Hani Elezit.</td>
<td>31 December 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>Audit Advisor</strong></td>
<td>Mentor Hyseni</td>
<td>On-the-job coaching to address NAO Recommendations. Support will be provided to municipalities: Fushe Kosovo, Mitrovica, Vitia, Kamenica, Mamusha, Junik and Rahovec.</td>
<td>31 December 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>Legal Advisor</strong></td>
<td>Besim Tafa</td>
<td>Establish anti-fraud legal framework</td>
<td>30 October 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>IT Expert System Developer</strong></td>
<td>Liridon Uka</td>
<td>Design modules and tools to serve the need in utilizing the intranet forum. Provide on-the-job training for CHU staff.</td>
<td>28 September 2018</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td><strong>IT Expert System Governance Framework Specialist</strong></td>
<td>Burim Meholli</td>
<td>Assist PPRC and PRB with IT system governance</td>
<td>31 December 2018</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
The next section summarizes the key technical achievements during the reporting period for each of the three activity components.

**Component One: Develop, refine and roll out models for transparent and accountable municipalities**

Major achievements from July to September 2018 for Component One include:

- **USAID TEAM** focus and second tier municipalities publish procurement contracts voluntarily - 16 municipalities published 581 procurement contracts online in PDF format fully accessible to citizens.

- The project extended its support to the second-tier municipalities sharing experience and best practices from focus municipalities in public procurement, public finance management, and internal audit.

- Developed and disseminated a procurement manual for the negotiated procedure without contract notice.

- USAID TEAM’s Procurement Advisors supervised the levels of municipal compliance with the law and vulnerability to corruption for tender dossiers (in 76 cases), bid opening (in eight cases), bid evaluation (in 72 cases), and claims (24 cases).

<table>
<thead>
<tr>
<th>#</th>
<th>Component One Events</th>
<th>Events/Groups</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Workshop: Development of Handbook on Internal Public Expenditure Management Process</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>2</td>
<td>Workshop: Risk Register on Public Expenditure Process</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>3</td>
<td>Roundtable: Procurement officers share experiences, best practices, identify challenges and recommendations to improve procurement processes</td>
<td>1</td>
<td>28</td>
</tr>
</tbody>
</table>
1.1. GENERAL ACTIVITIES

During this quarter USAID TEAM introduced major reforms transforming public procurement in Kosovo, and among the most important of these breakthrough changes is the decision to open procurement contracts to the public. Beginning with the Municipality of Gjakova on the first of August 2018, 16 Kosovo municipalities, with the project’s support, started to publish their procurement contracts online. This is a major leap forward in procurement transparency because the publication of contracts discloses details about municipal expenditures to citizens including the value of contracts, awardees, and contract terms and conditions. USAID TEAM provided support and guidance to the municipalities to publish contracts, which is further elaborated in the section on on-the-job support to municipalities in this report.

USAID TEAM Introduced the Breakthrough Change in Public Procurement.

USAID TEAM continues to build on its Year 1 foundations but pivot in technical focus from an emphasis on skills building through training to control mechanisms and streamlined processes to support transparent, effective, and accountable municipalities. Through its advisors in procurement, audit, and public finance management, the project introduced and piloted new solutions in focus 2 municipalities and, after refining these solutions, has begun to roll them out to all municipalities across Kosovo, including through provision of intensive support to the additional six second-tier 3 municipalities. USAID TEAM also uses venues like the Procurement Collegium through the Association of Kosovo Municipalities to disseminate lessons learned and best practices to all 38 municipalities.

1.1.4. Municipal graduation plan

Based on the assumption that over the life of the project, focus municipalities will sustain their good practices, the project anticipates that at least two focus municipalities will make sufficient progress in

| Focus groups (external) with business representatives – business challenges on public procurement | 1 | 6 |
| --- | --- |
| Municipal outline of graduation plan with municipality of Gjakova | 1 | 13 |
| Total | 5 | 86 |
addressing corruption vulnerabilities and enhancing transparency, accountability, and effectiveness of the procurement process to “graduate” from USAID TEAM assistance.

During the reporting period, USAID TEAM measured municipal performance against the graduation indicators for the first semi-annual period (January - June 2018). The results proved that municipalities face challenges in achieving desirable outcomes, but it is still too early to draw conclusions since many of the indicators require a full year timeframe to give an accurate picture of performance. Still, the project is able to determine that Gjakova is performing reasonably well, but Pristina and Gjilan must attend closely to several indicators including full execution of the procurement plan. USAID TEAM will discuss these findings with the mayors and provide clear guidance to municipalities to improve their year-end results.

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Peja</th>
<th>Gjakova</th>
<th>Vushtrri</th>
<th>Gjilan</th>
<th>Pristina</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>65.0</td>
<td>52.8</td>
<td>55.6</td>
<td>57.7</td>
<td>55.1</td>
</tr>
<tr>
<td>Jun-18</td>
<td>64.9</td>
<td>54.9</td>
<td>53.7</td>
<td>44.1</td>
<td>39.2</td>
</tr>
<tr>
<td>2017 versus 2018</td>
<td>-0.1</td>
<td>2.1</td>
<td>-1.8</td>
<td>-13.6</td>
<td>-15.9</td>
</tr>
</tbody>
</table>

USAID TEAM Measured Municipal Performance Against their Graduation Indicators

1.1.5. Municipal outline of graduation plan and OCAT results

USAID TEAM is coaching and mentoring the five focus municipalities to ensure they commit to achieving tangible results as per the set outcomes and expectations outlined in the municipal graduation plans. Earlier this year, the project committed to hold sessions with mayors, chairpersons of the municipal assemblies, chief financial officers, finance directors, procurement managers, HR managers, heads of IAUs from five focus municipalities, and related stakeholders to outline the graduation plan criteria and indicators as well to present the OCAT results and Corruption Vulnerability Assessment findings.

During quarter two, USAID TEAM conducted four workshops with the above-mentioned municipal officials in Prishtine/Pristina, Pejë/Peć, Gjilan/Gnjilane, and Vushtrri/Vučitrn municipalities. The workshop with Gjakove/Đakovica municipality was postponed to July 6 at the mayor’s request, falling during this reporting period. At the workshop in Gjakove/Đakovica, the mayor indicated that the decisions of the Procurement Review Body are problematic and negatively impact implementation of important public works. In addition, municipal officials outlined other challenges such as offers with abnormally low pricing, the quality of project implementation and contract management, difficulties in addressing NAO recommendations, and others.

1.1.6. Annual (internal) review of municipal custom work plan activities, targets achieved – (an AMP tool).
The project will hold annual working sessions with focus municipalities to review the municipal activity plan and targets achieved. These sessions will help the project assess progress, identify challenges, obstacles, gaps, and resources needed to implement municipal work plans.

Based on workshops organized with focus municipalities to present the graduation plan and OCAT results (sub-activity 1.1.5), the project did not identify a need to make significant changes to the current annual work plan related to focus municipalities. Also, the project agreed with partner municipalities that after measuring indicators at the end of the year, the results will be analyzed and will be used to develop the plans for the upcoming year.

Requests or proposals for changes to the current annual work plan included the following:

1. OCAT assessment to be conducted at the end of the year and results to be prepared in January,
2. Citizen Perception Survey to be conducted in December and results to be ready for January, and
3. Practical training for bid opening and evaluation officials to be developed in e-Learning and to be available via PPRC website.

1.1.9. Focus groups (external) with business representatives

USAID TEAM regularly convenes business representatives to solicit their feedback on anti-corruption outcomes focusing on electronic procurement and the bidding process. Through this activity, the project aims to identify potential challenges that businesses face and to adjust its technical support to enhance the municipal procurement processes and the e-Procurement platform.

During the reporting period, USAID TEAM organized a focus group targeting business representatives that are engaged with public procurement and have experienced municipal procurement processes to solicit their feedback on anti-corruption outcomes focused on e-procurement processes and the bidding process.

Findings and recommendations are described in more detail in the adaptive management section.

1.2. Focus municipalities procure in-kind support through the Support Fund

Using the Support Fund, USAID TEAM is working with focus municipalities to procure items for the municipalities that will upgrade the capacity of municipal staff to implement breakthrough changes in transparency and accountability and combat corruption, enabling the staff to do their work in a new, transparent way in the fields of public procurement, internal audit, finance, public information, and human resources.

1.2.1. Identify, develop and implement Support Fund Projects

During this quarter, Pristina Municipality applied for a project to reconstruct the procurement office including the establishment of an archive system for procurement documents. The municipality prepared detailed specifications and published the tender for construction works (as part of their cost sharing of 20% to the project). At the same time, USAID TEAM prepared and issued the tender documentation to procure the archive equipment and other items targeted in the project. The project signed two contracts: one for “Supplying with IT equipment” and the other for “Supply and installation of the archives,” while a third contract, “Supply with inventory,” will be completed during quarter four.

During this reporting period, USAID granted technical concurrence for Support Fund projects in Gjilan and Vushtrri that includes equipping municipalities with metallic archiving cabinets, security cameras
for sensitive procurement archives, and computers to replace the old and depreciated equipment to effectively conduct procurement processes. The project is now in the process of finalizing detailed technical specifications. Gjakova and Peja municipalities are finalizing their project concepts.

1.3. Municipalities trained on procurement cycle

USAID TEAM is working with relevant Government of Kosovo agencies and other partners like the Association of Kosovo Municipalities (AKM) to build the capacity of municipal procurement managers/officers on all aspects of the procurement cycle thereby strengthening anti-corruption safeguard mechanisms within the procurement process. In addition to training courses, the project provides intensive coaching and mentoring to the focus and second-tier municipalities addressing corruption risks. USAID TEAM continues to provide coaching and mentoring through its procurement, internal audit, and public finance management advisors, whose focus is to strengthen enforcement mechanisms and support targeted interventions to combat corruption in the procurement cycle. These enforcement mechanisms include provision of tailored forms/manuals/guidelines, which are rolled out to the project’s focus and second-tier municipalities, and then on to all 38 municipalities across Kosovo.

1.3.1. Training of municipal contract managers on the project/contract management cycle

Based on the Corruption Vulnerability Assessment (CVA) conducted by the project in 2017, municipalities face major struggles in terms of contract management. Critical corruption vulnerabilities in this area include the (1) lack of supervision from contracting authorities over the implementation of individual provisions of the contract, and (2) non-compliance with the accepted goods/services/works described in the technical specifications.

To address these gaps and increase local capabilities in contract management, the project has organized a four-day training for more than 400 contract managers from all Kosovo municipalities. During the reporting period, USAID TEAM signed a subcontract agreement with MDA, a local consultancy firm that will design and conduct the training. This training will cover the project management cycle including all phases from planning to registration of assets. The project already held the kick-off coordination meeting with MDA to define details and deliverables of this activity. The project coordinated all contract management training activities with the Kosovo Institute for Public Administration (KIPA), PPRC, and MLGA.

1.3.3. On-the-job coaching on municipal procurement

USAID TEAM Municipal Implementation Advisors continued to provide on-the-job coaching and mentoring to municipal officials covering all municipal procurement activities in the five focus municipalities. In addition, during this quarter, USAID TEAM extended its support in procurement, public finance management, and internal audit to six second-tier municipalities – Lipjan/Lipljan,
Istog/Istok, Ferizaj/Uroševac, Podujevë/Podujevo, Prizren/Prizren, and Suharekë/Suva Reka. The project held kick-off meetings with management in the second-tier municipalities to introduce the USAID TEAM activity and outline results achieved in the five focus municipalities. Municipal Implementation Advisors launched their technical assistance in the second-tier municipalities by analyzing the situation at the procurement offices, finance departments, and internal audit units. The Procurement Advisors, while providing coaching and mentoring support around specific cases in the respective municipalities, shared 23 standard templates developed during the first year and shared best practices from the five focus municipalities.

USAID TEAM is transforming public procurement. The project’s support to partner municipalities is now showing results, among the most important of which is the decision to open procurement contracts to the public. 16 Kosovo municipalities, including all focus and second-tier municipalities, with the project’s support, have begun to publish their procurement contracts online.

Procurement Advisors supported municipalities daily to publish contracts, where the latter acknowledged USAID TEAM’s support through positive messages while announcing the opening of contracts. “The opening of contracts is a result of cooperation and support of USAID Transparent, Effective and Accountable Municipalities, with the aim to increase transparency and inform citizens regarding municipal expenditures,” states the announcement of Peja Municipality.

The publication of contracts discloses details about municipal expenditures to citizens including the value of contracts, awardees, and contract terms and conditions. According to Open Contracting Partnership, a Global NGO that sets the standards for open contracts: “Open contracting is the bricks and mortar of public benefit, where taxpayers’ money gets converted into schools, roads and hospitals, into things that ordinary people really care about” – and “No wonder; contracting is government’s number one corruption risk”. A World Bank survey of 34,000 companies in 88 countries shows that competition was higher and kickbacks were fewer and smaller in places where transparent procurement, independent complaints, and external auditing are in place. Kosovo has now become a leading country in the region by opening contracts to the public. The total number of contracts published by municipalities has reached 581 this quarter.

USAID TEAM Procurement Advisors also supported the Public Procurement Regulatory Commission this quarter to amend legal provisions of the secondary legislation and issue a new regulation mandating

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4 At the launch of the project, USAID TEAM had identified five second-tier municipalities. However, after municipal elections in late 2017, new mayors came to office creating new opportunities for the project. After updating data in the project’s municipal selection tool, the project decided to add the Municipality of Prizren to the list of second-tier municipalities without removing any of the original second-tier municipalities for a total of six second-tier municipalities.
public institutions publish contracts with private sector economic operators on the e-Procurement platform (as elaborated in the Component 2 section of this quarterly report).

USAID TEAM Procurement Advisors also coached and advised procurement officers in the focus municipalities regarding procurement activities impacted by amendments to the secondary legislation. The coaching was mainly focused on (1) publishing procurement contracts using the e-Procurement platform, (2) notifying EOs using standard letters, and (3) employing framework contracts.

Procurement Advisors have been monitoring the implementation of municipal Procurement Plans for 2018. The advisors observed that the number of initiated procurement procedures, in almost all focus municipalities needs to be increased. Focus municipalities planned to initiate 524 procurement activities, out of which only 364 (52.67%) activities have been initiated so far. Therefore, USAID TEAM advised procurement managers in the focus municipalities to implement their procurement plans and advised the procurement offices to make summaries of the activities that need to be initiated and share them with the respective departments responsible for initiating the works. Delays from the requesting units to initiate works is the main problem regarding the implementation of the procurement plans.

A major result in terms of improved procurement planning is the sharp decrease in the number of unplanned procurement activities. Focus municipalities now plan their activities in the beginning of the year, aligning them with the budget. As a result, there are fewer activities that are initiated outside of the procurement plan. Focus municipalities made significant improvements from last year in reducing unplanned activities (see graph to the right).

Embedded Municipal Implementation Advisors supported municipalities to address major corruption risks through coaching and mentoring in the fields of procurement, public financial management, and internal audit. During this quarter, procurement advisors checked levels of municipal compliance with the law and vulnerability to corruption for tender dossiers (in 76 cases), bid opening (in eight cases), bid evaluation (in 72 cases), claims (24 cases), and contract implementation (seven cases). USAID TEAM also provided professional advice to ensure that
processes follow the Public Procurement Law (PPL) and the amended Rules and Operational Guidelines for Public Procurement (ROGPP).

In their effort to standardize the tender dossiers, the Procurement Advisors created a checklist for the tender dossier consisting of 55 steps. This helped procurement officers to conduct a final check of the tender dossier prior to publishing it on the e-Procurement platform.

Additionally, the Procurement Advisors supported procurement officers to draft tender dossiers that minimize opportunities for manipulation. The Procurement Advisors provided specific support to municipalities when drafting the special conditions of the contract (SCC). Initially, when preparing the tender dossiers, the municipalities did not compile SCCs; they prepared SCCs only after selecting the winning bidder while drafting the contract. This practice is against the ROGPP, since additional terms to the contract were added that were not specified in the tender dossier. USAID TEAM changed this practice; from now on, focus municipalities prepare the SCC while drafting the tender dossier, and once they select the best bidder, they prepare the contract based on the terms and conditions specified.

The manipulation of technical specifications remains a major corruption vulnerability in the public procurement process. The Procurement Advisors worked closely with the requesting units and procurement officers to ensure technical specifications are properly drafted and do not refer to a specific article, item, or producer.

USAID TEAM Municipal Procurement Advisors supported focus municipalities to regulate the price criteria when drafting the tender dossier. The municipalities struggled to manage the procurement activities with undefined quantities. For example, when engaging an IT company to maintain the municipal computers, some of the services are defined and will be regularly used, while others had to be requested but the quantity was undefined. USAID TEAM procurement advisors supported the municipalities to conduct procurement activities using weighted price criteria with scores. This means that items that will be mostly used have more points compared to ones that may be used less. In this way, the offers are evaluated by weighted prices for each item, and the offer is not solely evaluated based on the total value of the offer.

USAID TEAM assisted municipalities to adopt new procurement procedures based on municipal needs. One such procedure is the negotiated procedure without publication of the contract notice. Since PPRC has not adopted a standard form for this procedure, the e-Procurement platform does not generate the tender dossier for negotiated procedure. Therefore, Procurement Advisors supported the municipalities in drafting tender dossiers and outlined the steps...
to record the use of this procedure in the e-Procurement platform. In addition, to promote sustainability, the Municipal Procurement Advisors drafted a Manual on Negotiated Procedure as a step-by-step guide. USAID TEAM disseminated the manual to all Kosovo municipalities through a regular meeting with procurement officers organized by USAID TEAM in cooperation with AKM and PPRC.

Procurement Advisors also supported municipalities to use the restricted procedure. The restricted procedure is a two-phase competitive procedure in which only eligible economic operators that meet minimum requirements regarding the professional/technical skills and financial capacities are invited to bid. This procedure is suitable when the technical and professional ability of the economic operator is the determining factor. For instance, Pristina municipality used the restricted procedure this quarter (for the first time) in two cases: 1. Roundabout Lakrishtë – Arberia and 2. Asphalting the road Matiqan – Butovc – Kolovice. This procedure is used in less than 4% of all service contracts due to the lack of municipal capacities, whereas Pristina municipality is the first contracting authority to use the restricted procedure for works. Pristina municipality declared that the use of this procedure will increase next year because the procedure brings quality to the services received. The Procurement Advisors have begun to share this best practice with other municipalities, especially those that have large value contracts. Also, the procurement office in Pristina noticed that the e-Procurement platform does not support the restricted procedure, therefore USAID TEAM acted as a liaison between the municipality and PPRC to fix the issue.

Municipal Implementation Advisors also provided support in the following areas:

- **Engaging private enforcement agents** – Pristina was the first municipality to successfully engage PEA services for special services that are excluded from the provisions of the PPL. Despite challenges, USAID TEAM engaged with the PEA chamber and Pristina was able to finalize the procurement and sign the contract, which is now under implementation.

- **Disposal of assets** – Previously, municipalities classified “tow truck services” as “disposal of assets” as instructed by the PPRC’s Monitoring Department. USAID TEAM communicated with the PPRC to advise that this is not a “disposal of assets” but rather a service contract where procurement procedures must apply. PPRC agreed, and now Pristina is the first municipality to conduct a procurement activity for this service which was finalized, signed, and is now under implementation.

- **Public-private partnerships** – USAID TEAM worked with municipalities’ procurement officers to regulate the procedures around PPPs. The Pristina municipality launched a PPP activity (a concession contract) for “Underground parking at the faculty of philology in Pristina.” The PPP Law outlines necessary steps to follow for a PPP contract and indicates that the PPL provisions apply for provisions not covered by the PPP Law.

- **Restricting lots** – With support from USAID TEAM, municipal procurement officers are restricting the number of lots awarded under one procurement activity per EO. For example, procurement officers divided one procurement activity into 21 lots and one EO is restricted to three lots for the procurement activity “Transport services.” Procurement managers are now also trying to merge similar procurement activities when they are conducted during the same period, thereby avoiding duplication of procurement procedures and managing procurement activities efficiently.
USAID TEAM ensured that municipalities apply effective procurement evaluation procedures in compliance with the Rules and Operational Guidelines of Public Procurement (ROGPP). The advisors supported procurement officers and evaluation committee members to initially evaluate all offers on an administrative basis, continue with qualification requirements, technical specifications, and at last evaluate financial offers. The Corruption Vulnerability Assessment identified failure to follow effective evaluation procedures as a high-risk area. To reduce vulnerabilities, municipalities adopted the procedures suggested by USAID TEAM. In addition, Procurement Advisors assisted committee members to implement provisions from the amended ROGPP. Most importantly, Procurement Advisors supported the bid evaluation committee members to deal with bids with abnormally low prices. Often, economic operators tend to bid with abnormally low prices for items that they believe will not be requested by the contractor, and overcharge for services or items that will be in high demand. This ensures that they win the bid but overcharge for specific items. To manage this situation efficiently while applying the principles of fair and equal treatment, the Procurement Advisors drafted an excel document with formulas for determining the abnormally low-price tenders, a tool that ensures fairness and is in line with procurement rules and regulations.

The Procurement Advisors also acted as liaisons between the municipality and PPRC in extraordinary circumstances. For instance, in Peja, an economic operator submitted two separate bids with different financial offers using the e-Procurement platform. This should not be allowed by the system and the PPRC will correct this mistake in the e-Procurement platform.

A major success this quarter was the marked decrease in the number of cancelled procurement activities due to irregularities by the focus municipalities. The focus municipalities decreased the number of cancelled activities from 97 in 2017 to only 48 now, representing only 13.22% of all procurement activities (as illustrated in the graphic below). For instance, in Gjilan, out of 46 activities initiated in 2018, only eight were cancelled.
USAID TEAM Procurement Advisors also supported procurement officers to improve the internal process when responding to economic operators. USAID TEAM supported POs on the steps to take when receiving complaints. Only after receiving the decision of the Procurement Review Body (PRB) can POs proceed with the procurement activity. In this regard, the Procurement Advisors advised the POs to extend deadlines (because often, when a complaint is filed at PRB and the procedure is prolonged, the POs forget to ask the EOs to extend the validity of the tenders and the tender security).

The Procurement Advisors continuously enhance municipal procedures to ensure a more effective and efficient procurement cycle, and work with procurement officers to set standards and procedures and introduce systems to sanction non-performance, poor performance, or fraud, including when initiated by economic operators. During this quarter, USAID TEAM introduced the system of blacklisting economic operators. Kosovo municipalities, for the first time ever, reported economic operators to the PRB for fraud. The municipalities require EOs to submit proof of eligibility (namely, the tax certificate and court certificates), once they are selected for contract award. Failing to do so indicates there is fraud, and that they either have debts or an open court case that they did not previously disclose, impeding their eligibility to bid. Procurement Advisors supported municipalities to establish this mechanism and advised them to inform the economic operators of the consequences. To date, with the support of USAID TEAM, partner municipalities sent four cases to PRB for blacklisting. USAID TEAM also trained the POs to defend the municipality during an oral session at the PRB regarding a request to blacklist EOs.

1.3.4: Developing and introducing public procurement model forms/templates and manuals/guidelines for transparent, effective procurement procedures

As a direct result of project technical assistance, focus municipalities adopted new procurement templates to formalize and improve multiple steps in the procurement process. During this quarter, USAID TEAM Municipal Procurement Advisors developed and introduced the:

1. **Manual/Guideline for “Negotiated Procedure Without Contract Notice,”** for services – regulating procurement activities in cases when there is only one possible economic operator due to technical, artistic, or intellectual property rights issues. The procedure is also used in cases when contracting authorities need an urgent service at short notice. The project disseminated the manual to all Kosovo municipalities advising them to use it as a reference while preparing a tender dossier.
The advisors trained focus municipalities to adopt and use the manual. This quarter, focus municipalities initiated 12 procurement activities using the negotiated procedure without contract notice.

2. **Standard form for Invitation for Negotiated Procedure** – to be used when the municipality invites economic operators to participate in a procurement activity using the negotiated procedure without contract notice. This form is necessary because the procedure on the e-Procurement platform does not permit POs to continue unless the standard form in PDF format is attached to the dossier.

3. **Flowchart of steps needed to be followed after the completion of the evaluation process** – as per the amended ROGPP. The flowchart was published on the PPRC’s website on August 3, 2018.

4. **Two templates for publishing standard letters, B58 and B59** – to be used when the procurement officers send standard letters to economic operators. PPRC merged both (B58 and B59) into one, adopted it, and having been using it since September 3.

5. **Evaluation Sheet for Abnormally Low Prices** – to be used by the evaluation committee members to regulate and standardize the evaluation of bids with abnormally low prices.

### 1.3.5 Procurement officers share experiences, best practices, identifying challenges and recommendations to improve procurement processes

USAID TEAM supports the AKM Procurement Collegium conduct various activities including meetings, roundtables, and exchange visits so that procurement officials from all 38 municipalities can exchange experiences and, when possible, exchange best regional practices related to procurement processes. USAID TEAM uses such venues to engage representatives from central-level institutions responsible for procurement policies (such as the PPRC and PRB) and to solicit feedback from municipal procurement officials regarding challenges and difficulties they face in their daily work.

During the reporting period, USAID TEAM, in coordination with AKM, organized a procurement collegium meeting gathering the procurement managers from all Kosovo municipalities. At the meeting, USAID TEAM disseminated a procurement manual for the Negotiated Procedure without Publication of the Contract Notice to all Kosovo municipalities. PPRC Board members, Mr. Sami Uka and Mr. Ergin Kala, were present at the event and shared their commitment to further reforms in the transition from hard copy to electronic procurements and on transparency. The two main issues raised by participants were the limitations of the e-Procurement platform to publish large size...
contracts and delays in replies from the Procurement Review Body (PRB).

USAID TEAM and PPRC agreed that the Procurement Log will be adopted into secondary legislation whereas the Forms/Manuals for Drafting Tender Dossiers will be uploaded on the website as good practices under the Module “Training.” Forms that PPRC agreed to be adopted are:

1. Procurement Log.
7. Standard letter for Invitation for negotiations – negotiated procedure without publication of the contract notice.

1.4. Train municipal (and other Kosovo budgetary units) officials and businesses on the use of e-Procurement system

In addition to procurement officers, other municipal officials and local actors have a role to play in the procurement process, such as internal auditors, investigators, members of the bid opening and bid evaluation committees, businesses, and CSOs. USAID TEAM, in coordination with PPRC and KIPA, will continue to provide training for municipal officials and economic operators. Furthermore, based on request, USAID TEAM will provide on-the-job support to other non-focus municipalities on the use of the e-Procurement platform.

1.4.1. On-the-job coaching of procurement officers on the e-procurement platform

USAID TEAM advisors support focus municipalities to ensure all POs know how to use the electronic procurement platform effectively and can overcome any obstacles they may face in their daily work related to the electronic platform. USAID TEAM supported the municipalities in using the e-Procurement platform during this quarter covering a variety of stages, including:

- Drafting and disseminating standard letters to the economic operators,
- Correcting errors in the tender dossier,
- Compiling the bid evaluation report and disseminating the report to EOs,
- Drafting the evaluation report using the weighted price scoring system,
- Drafting tender dossier and additional steps for the negotiated procedure,
- Uploading the special conditions of the contract to a procurement activity,
- Creating a contract award notice for procurement activities divided in lots,
- Creating the bid opening report for the restricted and negotiated procedure, and
- Publishing and disseminating standard letters B58 and B59.
Procurement Advisors also addressed technical difficulties in using the e-Procurement platform. For instance, during the bid opening for restricted and negotiated procedure, the e-Procurement platform did not generate the public opening report. In consultation with the PPRC, USAID TEAM advised the POs to manually generate the report, upload it to the system, and share with the EOs.

1.4.2. Businesses trained on e-procurement and business ethics

While USAID TEAM supported trainings for many large businesses in previous quarters, many small and medium enterprises (SME) had not yet been trained to use the e-Procurement platform. As part of USAID TEAM’s broader training exit strategy, USAID TEAM is preparing to deliver this training in the e-Learning format to be hosted on the e-Procurement platform and will be available for all businesses.

During this quarter, the project coordinated with PPRC to develop the video training of e-Procurement for businesses. The project issued an RFP for this activity, which is expected to be developed in Quarter Four.

1.4.3. On-the-job training on e-procurement for internal auditors to monitor e-procurement activities

The PPRC’s decision to go fully electronic with bid submission will increase the usage of e-Procurement platform. As a result, auditors must develop a facility with the system to audit activities processed through the electronic platform. In this regard, USAID TEAM, through its Municipal Implementation Advisors, have started practical on-the-job training for internal auditors of focus municipalities to audit procurement activities through e-Procurement platform. Later, USAID TEAM will roll-out this training to internal auditors from all municipalities.

1.4.4 E-procurement training for municipal officers involved in procurement processes

After providing training on e-Procurement for bid opening and evaluation committee members, municipalities requested additional members be trained because the number of people involved in these commissions continuously change. USAID TEAM, as part of its broader training exit strategy, is developing an e-Learning training course which will be hosted on the e-Procurement platform and will be available for all public officials.

Jointly with sub-activity 1.4.2, the project coordinated with the PPRC to develop the video training for e-Procurement for bid opening and evaluation committee members. The project issued the RFP for this activity, which is expected to be developed during Quarter Four.

1.5: Increase the capacity of municipal internal audit units and municipal audit committees and increase the level of NAO recommendations implemented

Increasing accountability through improved auditing is one of the main objectives of the USAID TEAM activity. The project is increasing the capacity of IAUs and municipal audit committees (MACs), through workshops and on-the-job coaching, which has already resulted in an increasing number of NAO recommendations addressed at the municipal level.

1.5.2 Establish/functionable municipal audit committees

During this quarter, the project’s IA Advisor monitored the functionality of MACs and improved the effectiveness of their meetings. All municipalities have held MAC meetings as planned in the administrative instruction; nonetheless, their communication with the mayors needs to be improved.
USAID TEAM advised the MAC secretaries to follow up with the mayors and present conclusions from MAC meeting on the day of the meeting. The IA Advisor helped improve MAC’s meeting minutes which lacked conclusions and action items from the meetings; these conclusions can serve as points of discussion when meeting with the mayor. Also, the IA Advisor advised MACs to enhance and professionalize the structure of the meeting minutes. The IA advisor prepared and shared a draft statute covering functions of the IAU and MAC with CHU for revision and comments. USAID TEAM also advised IAUs, in agreement with mayors, to start implementing changes to MAC’s members to comply with the legislation. Based on the Law on Internal Control, two-thirds of MAC members should be outside of the municipality and not paid by Kosovo’s budget. In previous years, this issue appeared as a finding in the NAO audit reports.

1.5.5. On-the-job coaching to address and implement NAO recommendations
Initially, USAID TEAM supported all Kosovo municipalities to draft action plans addressing NAO recommendations, focusing on setting clear timelines and defining which officials were responsible for implementing the recommended actions. During this quarter, the IA Advisor conducted an assessment and analyzed the level of implementation of procurement recommendations by all municipalities in 2017. The analysis reveals that 47% of NAO recommendations covering public procurement process, including contract management have already been fully addressed by all municipalities. Before the project’s assistance, only 38% of recommendations had been implemented. The municipalities are also noting tangible improvements to public finance management by implementing NAO recommendations. For instance, Gjakova Municipality reported that by implementing one of the NAO audit report recommendations, the municipality saved about 28,000 Euros in fuel consumption/expenditures.

1.5.5. B) Revise IAU report template and develop performance audit report template
According to the law and current standards, internal auditors can conduct performance audits although they have not been doing so in the municipalities. Performance audits ensure that municipal governments are achieving value-for-money. The project’s Internal Audit Advisor, in agreement with the heads of the IAUs in the five focus municipalities, developed a performance audit report template so that internal auditors can easily understand the requirements of such an audit. During this quarter, in Gjakova, the municipal internal auditor finalized the performance audit report on contract management. The IA Advisor coached and mentored the municipal internal auditor to prepare a presentation on the report findings for all municipal contract managers. The presentation will be held during Quarter Four where the municipal internal auditor will also present forms/models to be used by contract managers to help them improve the monitoring process of the contracts.

1.5.5. E) Address and implement NAO recommendations
USAID TEAM continues to provide on-the-job coaching to focus municipalities to address and implement recommendations of the NAO, but also expanded its support to the above-mentioned second-tier municipalities. During this quarter, the project’s IA Advisor transferred best practices and experiences from the focus municipalities to the second-tier municipalities regarding implementation of NAO recommendations. For instance, the IA Advisor worked with the Finance Director from Prizren Municipality to improve their rules and procedures for managing municipal assets especially registration and assessment which is a finding from the 2017 NAO audit report. The IA Advisor shared the rules and procedures templates with Prizren Municipality, so they can adopt them based on their needs. The IA Advisor also supported Istog Municipality, another second-tier municipality, to improve
their action plan for implementing NAO recommendations. In agreement with the municipal finance director, the IA Advisor suggested two ways to improve: (1) define actors directly involved in implementation and (2) specify concrete activities to implement recommendations.

In addition, the IA Advisor supported all focus municipalities to finalize their action plans to implement NAO recommendations. The action plans were submitted to the NAO and will be revised on a quarterly basis, while the implementation report will be prepared monthly.

To support all Kosovo municipalities to address NAO recommendations, the project engaged four Audit Experts who will work with the remaining 27 non-focus municipalities. USAID TEAM engaged the four experts this quarter, and their on-the-job support will start in Quarter Four.

1.6 Increase the transparency of municipal procurement

In the focus municipalities, USAID TEAM is assisting officials to use government systems to publicize all non-confidential details of procurements on websites and otherwise in formats that can be readily used by civil society, media, and the public for analysis. Focus municipalities increased the publication of data measurably during this quarter.

1.6.1 Focus municipalities regularly publicize procurement, audit and finance information

Civil society organizations, media, and public, in general, face many struggles when it comes to accessing public information, although the data/information they seek is theoretically open to public and therefore should be readily accessible. USAID TEAM is working closely with mayors, heads of municipal departments, CSOs, and other bodies to promote information sharing and transparency related to procurement, audit, and financial data.

As mentioned throughout the report, USAID TEAM supported local and central level government institutions to publish procurement contracts and publish all procurement activities using the e-Procurement platform. This transformational change in procurement transparency enables citizens and civil society to monitor public procurement and hold local government accountable, ensuring that municipal funds are spent appropriately for goods and services that benefit citizens, and not for private interests.

USAID TEAM continues to work closely with municipalities to promote information sharing and transparency related to procurement and finance. The USAID TEAM PFM Advisor, while supporting five focus municipalities, extended his assistance to the additional six second-tier municipalities advising officials to publish periodic and annual financial reports and time series revenues and expenditures on their municipal websites enabling citizens and CSOs to access information electronically and hold local government to account. To date, all focus municipalities have published approved municipal budgets, a Medium-term Expenditure Framework (MTEF), annual and semiannual financial reports, and quarterly financial reports. Additionally, three focus municipalities published monthly time series of financial data. In three focus municipalities, mayors published semi-annual reports. In one focus municipality, the mayor’s office published the annual and semiannual report.

USAID TEAM tracked and scored focus municipalities on the number of documents published based on the scoring system 0 – 8 points, where 0 points mean that municipality does no publish any information and 8 points meaning that municipality publishes all required documents. In 2018, focus
municipalities published 527 out of total 845 documents to be published, increasing the average score to 5.74 points in 2018, compared with 1.96 in 2017.

USAID TEAM is transferring best practices to second-tier municipalities based on lessons learned from working with focus municipalities during Years 1 and 2.

1.6.2 Support focus municipalities in their public relations efforts

While several municipalities are taking important steps to increase transparency and accountability, public stakeholders are, in general, not aware of these developments or do not get the information directly from the source. For instance, when the municipality of Gjakova decided to publish procurement contracts, the municipality itself did not make an announcement, it was a civil society organization who announced the news which then got the media’s attention.

USAID TEAM, in the previous quarter, met with focus municipal officials responsible for managing the communications and public relations to assess the current situation on public outreach and prepared a report with recommendations to address challenges and establish systems to enhance public relations. USAID TEAM is currently developing a report on how to improve internal communications to ensure that directorates proactively engage, and the municipality keeps citizens informed in a timely manner while publicizing documents as legally required.

In addition, the project analyzed how focus municipalities announce their successes, drawing from the example of opening contracts, and prepared recommendations to improve communications, including media relations and usage of social media which will be part of the report. The guiding report will be finalized in October 2018 as originally planned.

1.7 Provide technical assistance to municipalities in preparing and/or implementing Integrity Plans

Per Kosovo’s Anti-Corruption Strategy and draft Anti-Corruption Law, all government institutions including municipalities must have Integrity Plans in place in 2018. The United Nations Development Program (UNDP) Support to Anti-Corruption Efforts in Kosovo (SAEK) Project has supported development of the integrity plans for four focus municipalities (Pristina/Priština, Pejë/Pejć, Gjakovë/Dakovica and Gjilan/Gnjilane), which are now outdated. USAID TEAM is working with the focus municipalities so that they implement recommendations in the integrity plans and follow the Anti-Corruption Strategy as it pertains to Integrity Planning with a focus on integrity in public procurement.

1.7.3 On-the-job coaching/mentoring of municipal HR officers to enforce ethics and eliminate conflicts of interest

In Kosovo municipalities, the departments of procurement, administration, and human resources are often criticized for political patronage, nepotism, and other forms of favoritism. Municipalities are continuously working to minimize these issues; nonetheless, citizens believe that public contracts or job opportunities are awarded through a highly corrupt process.
USAID TEAM is advancing human resources practices at the municipal level by introducing mechanisms and improving capacities of the staff. The project engaged two human resource experts that are working with heads of personnel and heads of procurement units in focus municipalities to enforce ethics and reduce corruption and nepotism by developing or updating human resources policies and codes of conduct related to recruitment, hiring, and promoting that are fair and equitable for all applicants and in line with Kosovo’s laws and guidelines.

USAID TEAM assessed HR practices in focus municipalities, identifying issues related to personnel planning, hiring, and performance evaluation. Based on the findings, the project designed a tailored on-the-job coaching program for heads of personnel and procurement managers on HR management including the process of planning, hiring, and staff evaluation. Now, the project offers support to HR departments in reviewing recruitment procedures for civil servants and helping define roles of HR staff throughout the recruitment process, in compliance with the law and regulations.

USAID TEAM also developed a report analyzing the draft Law for Public Officials and provided recommendations that are relevant for municipal level officials.

1.8 Increase municipal financial management control

USAID TEAM continuously supports mayors, municipal finance directors, chief financial officers, and financial certifying officers in the focus municipalities to prepare budgets and manage municipal finances in accordance with Kosovo law.

1.8.3 Developing handbook on internal public expenditure management process

Following the introduction of the Handbook developed as a model by the Ministry of Finance/CHU in Year 1, USAID TEAM is now engaging finance directors, chief financial officers, and IAs from the focus municipalities to draft a handbook on internal public expenditure management process, namely a “Book of Processes.” The Book of Processes is designed to map public expenditure flow and will help municipalities increase financial control.

During this quarter, USAID TEAM subcontracted Recura, a local firm, to conduct the activities related to developing the Book of Processes. The project selected Gjilan and Vushtrri municipalities to pilot this activity. To date, USAID TEAM compiled and prepared the first drafts for 12 municipal processes, including: (1) budget planning, (2) expenditures for goods and services, (3) capital investments, (4) utilities, (5) project management, (6) contract management, (7) wages and salaries, (8) petty cash, (9) advances for official travel, (10) engagement of staff for special service contracts, (11) subsidies and transfers, and (12) procurement.

1.8.4 Introducing municipal codes of ethics including financial accountability

USAID TEAM helped address the growing need among focus municipalities to embrace accountability and integrity by adopting financial codes of conduct for municipal staff and members of the municipal assembly. The Municipal Code of Ethics is also a requirement of the CHU.

The purpose of the Municipal Code of Ethics is to serve as a guide for municipal officials on ethical decision-making both within and outside the exercise of their official authority in accordance with the laws and regulations in Kosovo. USAID TEAM engaged its subcontractor KPMG to work
collaboratively with the municipalities to develop and implement a Code of Ethics. A working draft of the Code of Ethics has been completed, translated into Albanian, and disseminated to central and local government representatives for comment. After receiving feedback, USAID TEAM harmonized the draft of the Municipal Code, which is now in its final stage of development.

1.8.5 On-the-job coaching/mentoring in public financial management

Municipal budget plans often lack detailed information on the activities described; for example, in the case of a road paving infrastructure project, it is not unusual for the budget plan to lack specific information such as the name of the village or neighborhood where the road is to be constructed, length of the road, budget for the works, etc. The lack of detail contributes directly to poor development and weak implementation of projects identified in the municipal budget, as well as in the procurement plan. Furthermore, citizens do not possess specific information to monitor the specific project and this creates space and opportunity for mismanagement and misuse of the budget which leads to corruption.

USAID TEAM Municipal Implementation Advisors, through on-the-job coaching, are assisting and mentoring finance directors, chief financial officers, financial certifying officers, and contract managers in the five focus municipalities to draft specific budget plans for 2019. The PFM Advisor and Procurement Advisors organized and conducted municipal joint working sessions between finance departments and procurement offices at four focus municipalities: Gjakova, Peja, Pristina, and Vushtrri. In addition, the USAID TEAM Municipal Implementation Advisors organized similar joint working sessions at three second-tier municipalities: Podujevë, Prizren, and Suharekë. The main objective of this activity is to reduce the number of unplanned procurement activities and agree on budget preparation. As a result of these meetings, the procurement office will share information with the budget department on the proper estimates for the budget planning process. This is first time that such meetings were organized between finance departments and procurement offices at the municipalities.

Component Two: Engage the central level in addressing municipal corruption within the procurement process

Highlights from central level institutions, as a result of USAID TEAM support, from July to September 2018, include:
• PPRC’s decision requiring all contracting authorities to publish procurement contracts through the e-Procurement platform.

• PPRC’s administrative instruction requiring economic operators submit bids for centralized procurements and large-value procurements through the e-Procurement platform only, eliminating hardcopy submission for these tenders.

• NAO’s decision to establish the Anti-Fraud Unit within its updated organizational structure.

• Development of clear guidelines for NAO auditors to identify fraud elements when auditing public procurement contracts.

• Development of instructions for both external and internal auditors on performing procurement audits through the e-Procurement platform.

• PPRC’s concurrence to integrate contractor performance evaluation and the contractor past-performance database within the e-Procurement platform.

• Creation of CHU’s intranet forum to enhance communication between CHU and internal auditors throughout Kosovo institutions.

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<td>1</td>
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2.1 Increase the capacity of the Auditor General in the areas of fraud detection at the local government level

USAID TEAM supported the NAO to establish the Anti-Fraud Unit which is now incorporated into the NAO’s organizational structure. The unit detected 37 public procurement cases with fraud elements, from which six will be forwarded to the State Prosecutor.

2.1.1 Provide guidelines to NAO auditors on conducting procurement audits through the e-Procurement system

With the introduction of the e-Procurement platform and the decision of the PPRC to implement all public procurements exclusively in electronic format by January 2019, USAID TEAM has supported the NAO and CHU to develop instructions for external and internal auditors to conduct procurement audits using the e-Procurement platform. USAID TEAM, through its partner KPMG, initially implemented a rapid assessment of the platform from the auditor’s perspective and then, in cooperation with PPRC, created a user role within the platform to enable auditors access to all required documents. Furthermore, this new ‘user role’ was presented to a select group of experienced NAO and CHU procurement auditors to resolve any concerns or issues they might discover. Upon
completing these steps, USAID TEAM finalized the guidelines and delivered them to NAO and CHU for approval and referencing.

2.1.2 Revise NAO audit manuals to incorporate procurement fraud detection instructions

USAID TEAM reviewed NAO’s audit manuals, namely the Regularity Audit Manual and the Performance Audit Manual, to further develop them regarding fraud risk assessment and enhance them with detailed guidance on procurement fraud, including red flags, and procurement fraud schemes.

During this quarter, USAID TEAM drafted the Instructional Guideline on Fraud Detection, which provides instructions and steps for handling cases of fraud detected in the procurement process. As such, the procurement fraud detection guideline is applicable to both types of audits: regularity and performance audits. The guideline is designed as a practical checklist with control questions for the respective red flags dedicated to every phase of the public procurement cycle. This guideline is in line with NAO’s decision to strengthen the Anti-Fraud Unit within the Legal Department’s capacities to handle such cases.

USAID TEAM, through a short-term technical advisor to NAO, provided on-the-job coaching to NAO’s Anti-Fraud Unit in implementing this guideline on identifying suspected fraud cases while reviewing audit reports.

As a result of this activity, NAO auditors during their regular audit, for the first time has been able to identify 37 fraud cases to report to the State Prosecutor’s Office. This helped NAO shift from an institution that previously submitted all its audit reports to the State Prosecution in their entirety, into a ‘filter’ organization that will supply them only with cases that consist of hard evidence of fraud in public procurement, using the guidelines developed by USAID TEAM. The Anti-Fraud Unit within the Legal Department already selected six of the 37 cases to forward to the State Prosecutor, while the remaining 31 cases are under further review.

Despite the progress made by the NAO in identifying fraud cases, the State Prosecutor has requested that any specific case reported to them must be submitted as a criminal report. NAO, however, believes that this would send the wrong signal to audited entities and that their hard-earned image as an advisor to public institutions, which is in line with international best practices, will be damaged. USAID TEAM continues to work towards a solution that is acceptable to both NAO and the State Prosecutor in this regard.

2.1.3 Conduct bespoke anti-fraud capacity building programs for NAO’s LGD and VfM combined with ToT program

“Maintain, audit, and review evaluation procedures” is one of the corruption mitigation measures recommended in the project’s Corruption Vulnerability Assessment. As such, USAID TEAM engaged with the NAO to ensure that processes are implemented in compliance with the applicable laws and regulations, and that fraud risks have been addressed by relevant actors.
USAID TEAM conducted a tailored anti-fraud capacity building program for the NAO Local Government Division (LGD) and Value for Money (VfM) Department and established a Training of Trainers program on fraud detection. USAID TEAM trained 60 national auditors on fraud detection. The project then selected a group of 18 participants from the NAO, CHU, ACA, and municipal internal audit units and trained them so that they are prepared to deliver the Fraud Detection training for future audiences, promoting the long-term sustainability of this intervention. The training session provided the participants with both subject-matter knowledge and presentation/facilitation skills. To further ensure sustainability, USAID TEAM has secured KIPA’s commitment to integrate this course into its curriculum and include this group of trainers in their pool of approved instructors.

2.1.4 Establish anti-fraud legal framework

USAID TEAM assisted NAO to amend the internal organizational regulation to incorporate fraud detection activities. The amended regulation provides NAO’s legal department with additional roles and responsibilities to detect fraud and communicate with other law enforcement institutions responsible for combating fraud. NAO appointed an anti-fraud auditor and has recently updated its organizational structure to incorporate the anti-fraud unit.

2.1.4 a) Draft agreements to formalize cooperation between NAO and other law enforcement agencies

USAID TEAM supported NAO in drafting the MoU between the NAO and the State Prosecutor, as well as between the NAO and the Kosovo Police on law enforcement cooperation on preventing and combating corruption and fraud. The overall objective of this agreement is to establish, define, and improve cooperation between the parties to fight fraud and corruption and strengthen the enforcement of the national legislation.

Although the MoUs is ready, the document is not yet signed due to issues raised by the institutions involved. The Economic Crimes Unit has asked to use NAO auditors to perform investigations on their behalf, to which NAO has responded negatively. As stated in 2.1.3, The State Prosecutor is reluctant to commit to a written agreement, which does not require NAO to submit cases as “criminal reports.” USAID TEAM is in the process of finding a way forward for signing such agreements and will continue to raise the issue in high-level discussions on procurement reform.

2.2. Increase the ability of the Ministry of Finance’s Central Harmonization Unit (CHU) to oversee and direct municipal internal audit units (IAUs)

USAID TEAM continues to work with the CHU to increase their involvement coordinating with municipal IAUs. IA’s will be able to communicate closely through an intranet forum established by USAID TEAM.

2.2.2 Establish an intranet forum as a supplementary means of communication between CHU and IAUs

One of the OECD/SIGMA assessment report findings from last year stated that there is very little communication between CHU and IAUs. USAID TEAM initiated several communication opportunities.
between CHU and IAU’s and is currently working with the MoF IT Department to establish a permanent ‘intranet forum’ that serves as a space for common internal audit materials, examples of best practices, and FAQs for internal auditors throughout Kosovo public institutions. The forum also contains a dashboard with the latest news and updates from CHU.

USAID TEAM finalized the demo version of the CHU intranet forum. This will be rolled out to a pilot audience by the end of September followed by wide dissemination to all internal auditors.

2.2.3 Train CHU and IAU’s on Procurement Audit Manual combined with ToT program

The training of trainers (ToT) part of this activity has been integrated under activity 2.1.3 and addressed in section 2.1.3 of this report above.

2.2.4 Strengthen mechanisms to enable CHU to take measures against poor performing/professionally non-compliant internal auditors

USAID TEAM is working with CHU and SIGMA experts on drafting a regulation to empower CHU in enforcing mechanisms against poor performing/professionally non-compliant internal auditors. The project has received the draft prepared by OECD SIGMA and is in the process of providing recommendations.

Following the development of the CHU Intranet Forum, USAID TEAM is working with CHU on creating an electronic form of the semi-annual report (a progress report prepared by all internal auditors), which will serve CHU as a mechanism to improve the quality of reporting submitted by auditors.

2.3 Increase the capacity of the Public Procurement Regulatory Commission team to ensure proper operation of the e-procurement system

Parallel to strengthening the PPRC’s ownership over the platform, and their decision to go fully electronic with central procurements and large value procurements, the number of electronic bids submitted by economic operators has significantly increased in recent months. Last year, when the electronic platform first went live in January 2017, contracting authorities only received 20 bids electronically. Throughout the year, the percentage of bids submitted electronically hovered around 10-12% of total bids. The number of electronic bids has grown, reaching a monthly high of 851 bids submitted electronically by June 2018, representing more than 30% of all bids submitted for that month. In September, the percentage of bids submitted electronically reached almost 40% as a result, in part, of the new requirements for electronic submission of centralized procurements and large-value procurements, and the growing comfort of economic operators to use the system. The graph below illustrates the rapid increase in electronic usage.
2.3.5 Promote interoperability of the e-procurement system

Although USAID TEAM supported PPRC to draft cooperation agreements, they continued to face challenges in securing commitment from the Ministry of Finance and the Ministry of Public Administration to enter into MOUs and sign Service Level Agreements (SLAs) to improve system interoperability. USAID TEAM has hired an STTA, who among other tasks, will closely work with the e-Procurement Steering Committee to address this issue, notwithstanding the support needed from said ministries, since all procurement processes will become fully electronic on January 1, 2019.

2.4 Initiate Contractor Past Performance (CPP) module

USAID TEAM received initial pushback from the PPRC to host and implement a contractor past performance module/database, claiming that the PPRC is responsible only for the procurement process, and that contract management and performance evaluation is beyond their scope. Nevertheless, after much discussion, they agreed to allow such a CPP database to pull general contract information from the e-Procurement system to avoid double data entry. USAID TEAM began assessing the current state of the Contract Management Module within the e-Procurement system, and found that, in its current setup, there is no ‘live’ performance evaluation tool, which would feed the contractor past performance database. Given this information, the project began drafting the scope for the development of both a live performance evaluation system as well as a CPP database, which would initially be a stand-alone platform, with the possibility to be integrated with the e-Procurement system.

USAID TEAM continuously met with PPRC to update them on the status of preparations for developing the Contractor Performance Evaluation system. Seeing that there may be problems in communication between this new tool and the e-Procurement system, PPRC finally changed their stand and admitted that it is better to incorporate the contractor evaluation tool within the Contract Management Module, rather than creating a parallel system.

2.4.1 Develop contractor past performance mechanism

Although USAID TEAM prepared a draft TOR to develop a past performance database, PPRC, as part of their offer to incorporate CPP within the e-Procurement system, has requested that the project update the existing Contract Management Module, which is currently inactive and does not provide an option for evaluating contractor’s performance. This module is essential for feeding information to
the CPP, nevertheless, the project is in the process of assessing the risks involved in directly supporting the upgrade of the Contract Management Module and incorporating contractor appraisal and past performance as part of the same module. It is especially important to ensure that USAID TEAM technical support is compatible with the module upgrades that will be conducted by the system vendor, which are planned for next year. If this assessment shows that there are no issues in having the project fund the module upgrade, then USAID TEAM will finalize the terms of reference and begin developing the upgrade and evaluation tool by the end of this year.

2.5 Support PPRC to enforce procurement law

PPRC is the responsible authority to monitor and enforce public procurement regulations and policies throughout Kosovo. USAID TEAM is assisting the PPRC in the implementation of a regulation to revoke certificates of non-performing procurement officers. In addition, USAID TEAM is supporting the functioning of the National Procurement Coordination Council.

During this quarter, USAID TEAM supported PPRC to prepare a legal concept note justifying the need for a new Law on Public Procurement. The concept note was developed based on the high-level review conducted by USAID TEAM STTA Ilaz Duli.

2.5.1. Support implementation of mechanism/regulation that enables PPRC to take measures for non-performing procurement officers

Many stakeholders, both public institutions and donors, have expressed the need for Kosovo to begin drafting a new procurement law, especially now that usage of e-Procurement has increased dramatically. At the request of PPRC, USAID TEAM engaged an STTA to produce a report on the issues concerning the legal framework regulating public procurement in Kosovo and provide recommendations on changes required to improve transparency, accountability, and enforcement of procurement rules.

In addition to providing the above-mentioned report, USAID TEAM prepared a concept note justifying the need for a new draft procurement law, which is a prerequisite to enter the GoK legislative agenda for 2019. PPRC has already submitted this concept note to the Ministry of Finance, who will be the sponsor of the new Public Procurement Law. The new law is expected to be drafted and promulgated in 2019.

2.6 PPRC support on public outreach and communication efforts

PPRC has achieved many positive results from their efforts to manage public funds better – for instance, the decision to make mandatory the publication of procurement contracts – but many results go unnoticed by the public and decision-makers, as PPRC does not have a public relations office or designated officer to carry out these duties.

2.6.1 Develop the PPRC Communications Strategy

USAID TEAM conducted an initial assessment of the PPRC in terms of organizational structure, public outreach, communication approach, and channels, and prepared a report with recommendations to enhance its public relations efforts. Based on the report USAID TEAM urged PPRC to establish a public relations function. As a result, PPRC is currently in the process of hiring a public relations officer to carry out communication and PR duties.

USAID TEAM also drafted and shared with PPRC a media list, a template for media invitations, a template for media statements, and a template for web page announcements. Once PPRC concludes
the process of hiring a PR officer, USAID TEAM will work with the officer to build capacities and develop a communications strategy for the PPRC.

Meanwhile, the PPRC requested the project’s assistance to announce through media the latest decisions and reforms that this institution introduced. However, PPRC’s President resigned around that time, and PPRC did not designate an acting President to represent the institution; as such, the interim leadership at the PPRC was hesitant to host media events or issue media statements.

2.7 Improve process and procedures at the Procurement Review Body (PRB)

In addition to USAID TEAM’s technical support to PRB, two more donors have begun supporting this institution, in line with the “PRB Improvement Action Plan” prepared by USAID TEAM at the beginning of this year. The first, OECD SIGMA, has prepared internal rules of procedure for PRB (which are still in draft form); the second, PAI (through a UK Embassy contract) is planning to support PRB with improved institutional capacities and improved decision-making in the procurement appeal process.

USAID TEAM has continued to foster close cooperation between PRB and PPRC IT staff to further enable the usage of the e-Appeals module within the e-Procurement platform. The PRB IT department is now fully capable to administer the PRB module, with minor technical support required from PPRC.

USAID TEAM is working with PPRC and PRB to review the whole appeals payment generation and reconciliation process (currently only done in hard copy) and has identified areas for improvement to allow for electronic generation of the payment slip via the e-Procurement platform as well as reconciliation that would allow for PRB to move to fully electronic appeals via the e-Procurement platform beginning in January 2019. This will allow economic operators throughout Kosovo to make appeal payments at local banks or online, without having to physically come to the PRB premises in Pristina, to pick up such slips. A pilot phase of generating this online slip will begin in early October. Once this online payment system is fully implemented, PRB will save roughly 4,000 Euros per month in paper and printing expenses, without considering the man-hours that are currently spent in this process.

2.7.3 Establish a structured and easily accessible database of PRB past decisions

The vendor responsible to build this database has been selected and is in the process of developing the database.

2.7.4 Support PRB in developing a more user-friendly website

The vendor responsible to build the website has been selected and is in the process of developing the website.

2.7.5 Establish PRB technical capacities to support live video streaming of hearings

The vendor responsible to build this system has been selected and is in the process of developing the livestreaming capacities of PRB hearings.
Component Three: Enable civil society to track and expose corruption

Highlights during this quarter include:

- Developed and launched a transparency portal that facilitates watchdog activities by CSOs, investigative journalists, the private sector, and the general public ([www.prokurimihapur.org](http://www.prokurimihapur.org));
- Published Benchmarking Report highlighting best practices, irregularities, violations and the main developments in public procurement at the local level;
- Launched the third annual Transparency Index in Public Procurement which aims to shed light on municipal procurement activities and thereby incentivize institutions to improve the quality of services delivered to citizens;
- Initiated “Applied Learning Workshops” with representatives of local-level civil society organizations to build their capacity to monitor municipal procurement and report out on irregularities or best practices;
- Initiated a two-year project with Kosova Democratic Institute (KDI) on “Supporting local level CSOs to monitor the procurement cycle in Kosovo municipalities”;
- Published four articles through grants and subcontracts, including one article accompanied with a video related to construction problems and delays in implementation of works on the Ibrahim Rugova memorial park in Istog Municipality which was viewed by 70,766 people.

<table>
<thead>
<tr>
<th>#</th>
<th>Component Three Events</th>
<th>Events/Groups</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Launching the Open Procurement Transparency Portal</td>
<td>1</td>
<td>39</td>
</tr>
<tr>
<td>2</td>
<td>Publishing Benchmarking Report</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Launching third annual Transparency Index in Public Procurement</td>
<td>1</td>
<td>37</td>
</tr>
<tr>
<td>4</td>
<td>Co-creation exercise</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Applied Learning Workshop</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>6</td>
<td>Focus Group with CSOs (External audience)</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>7</strong></td>
<td><strong>127</strong></td>
</tr>
</tbody>
</table>

3.1. Enhance national-level CSOs’ ability to monitor municipal procurement

With this activity, USAID TEAM aims to support national-level think tanks and CSOs to analyze municipal procurements, as well as other spending and recruitment actions and to support the development and use of tools, such as municipal scorecards, reports, databases, and other materials that would help these organizations expose corrupt practices. This activity also incentivizes cooperation and transfer of knowledge from national-level CSOs to local-level CSOs.

3.1.1. Host annual CSO Challenges to foster innovative ideas.
To promote innovative solutions for strengthening internal controls and reducing vulnerability to corruption, particularly in procurement and municipal staff recruitment, USAID TEAM organized a co-creation exercise with its civil society partners. The purpose of this exercise was to discuss with CSOs new ideas related to key issues in municipal public procurement and human resources (hiring and promotion). Another aim of this exercise was to solicit partners’ opinion on the performance of central and local institutions in fighting corruption. Partners provided feedback on what is working now and what needs to be done in the future to fight corruption. Some of the high-level findings from this event are described in the section below on Adaptive Management.

Based on feedback received from this event, USAID TEAM drafted a Request for Application for the annual CSO Challenges grant. This purpose of the annual CSO Challenge is to award “game–changing” grants to eligible civil society organizations to implement innovative solutions to strengthen internal controls and reduce municipal vulnerability to corruption, particularly in procurement and/or municipal staff recruitment and promotion. The RFA has been submitted to USAID for review and approval.

3.1.2 Provide subcontract funding to CSOs to monitor all three phases of procurement for period of two years

The project’s corruption vulnerability assessment identified several vulnerabilities during the pre-tendering (planning), tendering, and contract management stages. USAID TEAM designed this sub-activity to award a subcontract to a central-level CSO (or CSOs) in consortium with local-level CSOs to monitor planning, procurement, and contract management activities in five non-focus municipalities.

During this quarter, USAID TEAM signed a subcontract with Kosova Democratic Institute (KDI) to implement the project “Supporting local level CSOs to monitor the procurement cycle in Kosovo municipalities.” Through the two-year subcontract, USAID TEAM will monitor the entire procurement cycle of second-tier municipalities through KDI and its local partners. KDI will support local level CSOs to monitor the procurement cycle in Kosovo municipalities.

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Partners provided feedback on what is working now and what needs to be done in the future to fight corruption.

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KDI will support local level CSOs to monitor the procurement cycle in Kosovo municipalities.

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Lipjan/Lipjane, Istok/Istok, Ferizaj/Urošecav, Podujevo/Podujevo and Suharekë/Suva Reka
procedures, contract management, and municipal response to audit findings. During this reporting period, KDI and its consortium members have been working on several concurrent start-up activities such as developing forms that will be used while monitoring the local procurement process, drafting analytical findings, attending municipal budget hearings, and officially presenting the project to key municipal officials where the project activities will be carried out. To date, KDI representatives, accompanied by their local consortium members, separately met with Deputy Mayor of Podujeva, Deputy Mayor of Istog, and Mayor of Suhareka municipalities.

3.1.4 Support activities (publishing) of procurement transparency index

USAID TEAM supported its grantee KDI to develop and launch the third annual Transparency Index in Public Procurement. The event brought together key actors from Kosovo’s government and civil society organizations. The US Ambassador, H.E. Greg Delawie and Permanent Secretary of the Ministry of Local Government Rozafa Ukimeraj addressed the participants. KDI, through the regular publication of this Transparency Index report, aims to shed light on municipal procurement activities and thereby incentivize institutions to improve the quality of services delivered to citizens. The Index for 2017 proves that e-Procurement has increased transparency in the procurement process. Nevertheless, local elections and the lack of functioning webpages in several municipalities in 2017 had a negative impact on the availability of procurement documents. The event was covered by 17 media outlets resulting in the publication of 26 articles in electronic and print media and three TV evening news shows.

3.1.5 Increasing civic oversight on public expenditure in Kosovo

USAID TEAM grantee Balkan Investigative Reporting Network (BIRN) monitors and publishes articles related to tenders throughout Kosovo focusing on the first stage of the tendering process including planning of a procurement activity. During this quarter, BIRN prepared and submitted for review the first draft of their annual report. This report includes records of legal violations published on KALLXO.com and analyzes the transparency of public procurement, mainly at the local level. In addition, the report incorporates a summary of dozens of Fact-checking/Krypometer analyses.6

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6 Kallxo.com is online platform that provides the possibility for all Kosovo citizens to report cases of corruption, organized crime, fraud, conflicts of interest, and other cases of abuses of official capacity, neglect, inaction, infringement of rights of Kosovo citizens, or infringement of general interests
3.1.6 Exposing corruption through active monitoring and comparison of five municipalities

USAID TEAM grantees Democracy Plus published a Benchmarking Report for the five focus municipalities of Gjakovë/Dakovica, Gjilan/Gnjilane, Pejë/Peć, Prishtina/Priština, and Vushtrri/Vučitrn. The report covers the period from January 2017 – February 2018, highlighting best practices, irregularities, violations, and the main developments in public procurement at the local level. The report assesses the extent to which the municipalities are operating according to the law, as well as to encourage officials to share best practices in public procurement. Democracy Plus presented the report to the public on July 2018 and published a series of infographics presenting municipal performance statistics in an easy-to-understand and visually stunning format. In this report, Democracy Plus also elaborated an advocacy tool to improve the performance of municipalities.

Democracy Plus also aired the second animated video calling for open contracts on its social platform and through the public broadcaster. The video explains how the e-Procurement platform reduces bureaucracy and facilitates the fair and appropriate evaluation of contracts. Through the video, Democracy Plus advocates for the publication of contracts, receipts, purchase orders, reports from tender evaluations, and offers from companies.

Grantee Democracy Plus also published two op-eds in Zëri newspaper calling for more accountability and citizen inclusion, available through the following links:

- Why citizen engagement is important to fight corruption?
- Procurement officers faced with justice, the dark side of municipalities
Democracy Plus published an editorial in Koha Ditore calling for more attention and accountability to address findings from the National Audit Office. Through editorials, Democracy Plus aims to highlight and advocate for a more accountable procurement system in Kosovo.

Democracy Plus also submitted for review and approval a Procurement Monitoring Report covering the five focus municipalities. The monitoring activity highlighted many problems in municipal processes, which USAID TEAM is addressing with its Procurement Advisors. For example, a company, by rounding up prices per unit (of large quantities of milk) charged the Municipality of Pristina 36,684.90 Euros more than they should have. Once the D+ finding was presented to the municipality, the municipality, with the assistance of the USAID TEAM Procurement Advisor, took corrective measures by amending the contract to arrange the price adjustment and reimbursement of lost taxpayer money to the municipality. The finalized D+ report will be published in mid-October.

It is worth noting that part of the impetus that led to the Municipality of Gjakova’s decision to publish their contracts online, leading to 13 other municipalities following suit, came about because of the monitoring and advocacy work of Democracy Plus, in cooperation with USAID TEAM.

3.1.7 Benchmarking tool for public procurement activities

USAID TEAM grantee Riinvest prepared a first draft of its x-Index Report as part of the project “Benchmarking tool for public procurement activities.” The purpose of the x-Index is to monitor and evaluate the performance of Kosovo’s 38 municipalities in public procurement through a data-driven statistical analysis. X-Index is a public procurement benchmarking tool built upon a statistical model based on quantitative data gathered from Kosovo’s main procurement platforms. It uses accessible data to measure 11 sub-indexes to assess several dimensions of public procurement, focusing on openness, competition, and supervision. Riinvest researchers gathered data for a six-month period (January – June 2018) and populated the model with this data. Upon finalization of their report, Riinvest plans to organize a roundtable for publication of the report which is expected to be held in the next quarter.
3.1.8 Support establishment of public procurement transparency portal

USAID TEAM, through its grantee Levizja FOL, officially launched the Open Procurement Transparency Portal. The portal, which can be viewed at: www.prokurimihapur.org, automatically pulls data from the Government of Kosovo’s electronic procurement platform and presents it in a user-friendly manner allowing researchers, businesses, and investigators to explore interactive linkages between money, government contracting authorities, and private sector actors. The Open Procurement Transparency Portal has a transformative potential to enable CSOs, investigative journalists, the private sector, and the general public to promote accountability and combat corruption.

Since the launch of the Open Procurement Transparency Portal on July 5, there have been 2,506 users conducting research on the site. These figures show a steady flow of traffic, even though the main outreach activities are yet to be launched.

As a part of the grant agreement with USAID TEAM, grantee Levizja FOL held a number of public outreach events including a workshop with representatives of local media and civil society organizations to promote the Open Procurement Transparency Portal. Levizja FOL also launched five regional events to introduce the portal to citizens as a powerful new accountability mechanism.

3.1.10 Social accountability tools to monitor, collect and publicize data on potential corruption

USAID TEAM subcontractor Group for Legal and Political Studies (GLPS) finalized activities with social audit teams in two municipalities and completed two public expenditure tracking surveys (PETS) covering (1) provision of health services in Vushtrri municipality and (2) public transportation services in Pristina municipality. The social accountability tools, facilitated by GLPS, empower citizens by turning them into assessors to evaluate municipal investments or municipal services.
Some of the key findings from the PETS related to provision of Health Services show a discrepancy between the healthcare services provided in the main center of Vushtrri and in the villages. Many people are not satisfied with the number of doctors available in the villages. For instance, currently one doctor serves three villages on certain days of the week, yet inevitably such service provision is not enough to meet residents’ needs. This means that, although doctors comply with the mandated working hours, they are not able to provide adequate medical services given the scarce number of days in which they serve in the village. Although 40% of the citizens responded positively to the questions whether the working hours are respected, more than half of them highlighted that the villages need full-time doctors who serve at least five times a week in two shifts. Otherwise, the state of limited access to healthcare in the villages will remain the same.

For this reason, while 72.7% of the respondents regularly use the healthcare services in the main center, the numbers are much lower in the village (15%). This shows that the distribution of services is unfair and unbalanced, marginalizing the village population.

Regarding the findings from the survey on public transportation services, perceptions were generally mixed, with general satisfaction being matched with desires for improved services. The surveys show that 28% of the citizens interviewed agree that the municipality must purchase new buses that comply with safety and environmental measures, while 35% of those interviewed agree that there is a need for new bus lines in many neighborhoods of the Municipality of Pristina.

Half of the citizens interviewed agree that special measures (such as smoking restrictions, reserved places for pregnant women and the elderly, level of noise, etc.) are being respected, while the rest of the respondents note that there must be a higher level of compliance with the schedule and the level of cleanliness must also increase.

The final report will be released in October. GLPS already published several infographics related to the surveys on social media.

Visualizations by GLPS covering findings from social audits. Left: health care services in Vushtrri, and right: public transportation services in Pristina.

3.1.1 Engage national-level CSOs to monitor PRB decisions with impact on local-level procurement

From June 1 to September 1, 2018, USAID TEAM subcontractor Democracy Plus, monitored the open hearings of the Procurement Review Body (PRB). Within this period, the PRB made 189 decisions.
Out of those 189 decisions, the PRB found in favor of the complainant economic operator 122 times. In 12 cases, the complainants withdrew their appeals. In the remaining 55 decisions, the PRB found against the economic operators. In three decisions that were in favor of the complainant economic operators, the PRB also issued an order to disregard the preliminary decisions of the contracting authorities.

One of the main findings during this period of monitoring is the fact that in the 122 decisions found in favor of the complainant companies, the PRB’s expert provided an opposite recommendation in 42 cases or 34%. In the 55 decisions that the PRB panel found against the complainants, the PRB’s own experts recommended otherwise to the panel in 20 cases or 36%. Overall, the decisions of the PRB do not match with the PRB’s expert recommendations in 62 cases, or 35% of the time.

Democracy Plus will share its findings with the PRB and discuss mitigation measures. In addition to this, USAID TEAM, in coordination with the new UK-funded capacity building program at the PRB, will build upon findings from the monitoring report and will design interventions to improve the performance of the PRB.

3.2 Enable national-level CSOs to train local-level CSOs in monitoring municipal procurements

USAID TEAM is working with subcontractor CiviKos and other national-level CSOs to build capacities of the municipal-level CSOs to monitor and expose municipal-level malfeasance.

3.2.1: Enable national-level CSOs to train local-level CSOs in monitoring municipal procurements

The baseline assessment of CSOs conducted by CiviKos indicates that the majority of CSOs and non-formal groups are interested in monitoring public procurement in their own localities, but they have limited capacities due to various constraints, including but not limited to: lack of adequate knowledge regarding the public procurement phases and legislation, lack of adequate knowledge and skills to use e-procurement; low capacity to cooperate with local and national media outlets, and the absence of NGOs operating in the area of anti-corruption and transparency in certain municipalities.

Based on these findings and feedback from participants during the first round of CiviKos training, USAID TEAM, in close coordination with CiviKos, designed an innovative, new capacity building program, Applied Learning Workshops, shifting from traditional classroom-based training to hands-on, applied peer learning and coaching. The workshops in public procurement monitoring are designed to enhance the capacities of civil society organizations operating at the local level to monitor public procurement by supporting them directly in monitoring certain tenders that they will select during the workshop. Combined with additional workshops on engaging media to expose corruption, local-level CSOs will publish monitoring reports based on the findings during the exercise.

During this quarter, USAID TEAM subcontractor CiviKos launched two Applied Learning Workshops, one with CSOs from Ferizaj and second with CSOs from Mitrovica. The five-day workshop on
monitoring procurement will be completed in the course of nine weeks, providing participants sufficient time for research and to obtain access to documents.

3.3 Enable CSOs to use media to expose corrupt municipal practices

USAID TEAM encourages and incentivizes partnerships between CSOs and investigative journalists so that they share information, ideas, and evidence in virtual communities and networks.

3.3.3 Provide grant funding to encourage partnerships between CSOs and investigative journalists

USAID TEAM subcontractor Çohu continued to develop investigative reports exposing potential cases of corruption and poor management of public funds. To date, Çohu published four investigative reports, two infographics, and one video highlighting serious allegations of malfeasance in four municipalities (Istog/Istok, Ferizaj/Uroševac, Obiliq/Obilić and Suhareka/Suva Reka).

During this quarter, Çohu published an article, a graphic, and video related to construction problems and delays in implementation of works on the Ibrahim Rugova memorial park in Istog Municipality. In one week, over 10,000 people watched the video.

In addition, Çohu published an article related to the failure of a road paving project in Obiliq Municipality. Çohu alleges this municipality has been deceived by two companies during the construction of several roads. The journalists were able to document many violations of procurement procedures and fraud of the contracting authority. All this resulted in the poor quality of asphalting of roads. More details can be found at: The failure of road pavements in Obiliq.

Çohu deliverables reached over 102,000 people. The impact of investigative articles is immediately visible, since, following the publication of the story in Istog, the municipality, together with the Agency for the Management of Memorials, allocated additional funds (a total of €350,000) to address the issue of poor construction of the “Ibrahim Rugova” memorial.

<table>
<thead>
<tr>
<th>Performance of investigative reports, videos and infographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>STORY</td>
</tr>
<tr>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Istog Municipality (article and video)</td>
</tr>
<tr>
<td>Suhareka Municipality</td>
</tr>
<tr>
<td>Ferizaj Municipality</td>
</tr>
<tr>
<td>Obiliq Municipality</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

3.4.2 Feedback from CSOs (AMP Tool)

In July 2018, USAID TEAM organized a co-creation exercise with partner CSOs. The aim of this activity was to engage stakeholders in the design and implementation of project activities. Through this participatory process, the project and partners can better understand the situation and bring new ideas related to key issues in municipal procurement and human resources (hiring and promoting).

Another goal of this exercise was to solicit partners’ opinion on the performance of central and local institutions in fighting corruption. In this regard, partners provided feedback on what is working and what more needs to be done to fight corruption. Through the co-creation exercise, USAID TEAM
received valuable input from partner CSOs on what the annual CSO Challenge Grant should focus, but also what USAID TEAM should tackle in the coming years. A range of ideas emerged from the exercise such as empowering the Parliament to exercise its oversight role on procurement related independent agencies (like the PPRC and PRB), empowering communities to monitor capital investments, twinning municipalities with specific NGOs, monitoring non-focus municipalities, conducting placement tests for upcoming trainings, providing tailored trainings to officials, continuing benchmarking activities, and monitoring hiring and promotion of procurement staff at the municipal level, among other ideas. The most common challenge raised by CSOs is the lack of access to public documents in a timely manner. CSOs commended the publication of contracts by municipalities and urged USAID TEAM to continue efforts in this regard.

3.4.3: Focus groups (external) with CSOs (AMP Tool)

On September 25, USAID TEAM organized a focus group with CSOs that are not supported or engaged in USAID TEAM activities. Findings from this sub-activity are elaborated in the Adaptive Management section below.

Adaptive Management

Aiming to be adaptive, flexible, inclusive, and responsive to the evolving needs of its beneficiaries (and the evolving priorities of its client), USAID TEAM, on an ongoing basis, employs adaptive management tools to solicit feedback and recommendations from both central and local level government representatives, private sector economic operators, and civil society organizations. In this regard, during this quarter, USAID TEAM employed the following tools:

Co-creation exercise with civil society organizations - USAID TEAM, on July 31, 2018, organized a co-creation exercise to engage partners in the design and implementation of project activities. This participatory process helped the project and partners bring new ideas related to the key issues faced in public procurement and human resources at the municipal level. USAID TEAM incorporated this feedback into the RFA scope of work for the anticipated annual CSO Challenge Grant through the project's Support Fund. In addition, USAID TEAM used this meeting as an opportunity to solicit partners' views on the performance of central and local institutions in fighting corruption. Partners provided feedback on what is working and what more needs to be done in the future to fight corruption. Some of the challenges/recommendations raised included the problems with the PRB. For example, one group noted delays in receiving PRB decisions while another participant recommended upgrading the PRB web site to provide more useful information for users online. Open contracting was a major topic of conversation at this meeting, as well, and the need build on current momentum to further procurement reforms.

Focus group with civic society representatives (external) - USAID TEAM on September 25, 2018, convened a focus group with CSOs that are not supported or engaged in USAID TEAM activities. The aim of this focus group was to solicit feedback and recommendations on anti-corruption outcomes at both the local- and national-level. Representatives of CSOs present at this event noted that the decision to open contracts is a great opportunity for citizens and CSOs to gain access to details of each contract; access to public information no longer depends on the willingness of officials to share information. But, these CSOs noted there is still a lot to do to increase transparency and accountability in public procurement. Representatives of CSOs Zana from Kliena, INPO from Ferizaj and CBM from Mitrovica stated that the main issues are linked with planning and contract management in public procurement.

NGO Zana - Klina municipality
• The procurement office in Klina has only two employees, one manager and one procurement officer,
• The procurement office is very cooperative,
• Main concern is impact of the mayor in the contract monitoring processes for example monitoring implementation of the main road in Klina city.

INPO - Ferizaj Municipality
• Lack of experienced organizations in monitoring the procurement process.

CBM – Mitrovica Municipality
• Lack of implementation of the rule of law.

Focus group with business representatives (external) - On September 27, 2018, USAID TEAM convened business representatives from NITI-N. sh.p.k, NNTPP Gashi Ing., Madilab, Acon sh.p.k, etc., to solicit their feedback on anti-corruption outcomes focused on e-procurement processes and bidding process. The following issues were raised by the business representatives:

• E-Procurement platform is stable – businesses apply electronically through the platform, nevertheless, given the option to submit physical or electronic bids, they continue to submit bids in hard copies. They confirmed their readiness to submit bids electronically once it becomes mandatory,
• Qualification criteria – contracting authorities limit competition using discriminatory technical specifications,
• PRB decisions are often not in compliance with the PPL,
• Contract award criteria – contracting authorities should use economically most advantageous selection award criteria, and not only lowest price.

Quarterly internal review workshops - At the end of the third quarter, USAID TEAM held a quarterly review meeting to assess planned and implemented activities. As a result of this meeting, the following issues, challenges, or solutions emerged:

• Organizational Capacity Assessment Tool (OCAT) - In order to use the data from OCAT, USAID TEAM is planning to conduct the 2019 assessment before the end of this year. Results will be finalized in January 2019 and used to develop custom workplan activities with focus municipalities linked to graduation criteria.
• Citizen perception survey - USAID TEAM is planning to conduct the survey at the end of the year to collect data in time for the annual graduation report.
• Businesses are trained on e-procurement and business ethics (WP-CI-1.4.2) - According to the USAID TEAM Year Two workplan, the project had planned to train around 250 business representatives in e-Procurement and business ethics. During the first quarter, USAID TEAM trained around 100 business representatives while the plan was to continue in Quarter Four to include businesses that were not able to participate in the first round. The demand from the private sector for training on e-Procurement, especially from small and medium enterprises, has increased. To promote long-term sustainability, self-reliance, and resilience, USAID TEAM has shifted its approach away from funding one-off classroom-based training events. Instead, USAID TEAM will help the PPRC and KIPA develop an e-learning capability. The same holds true for e-procurement training for bid opening and bid evaluation committee members. Two online training videos are currently under development, one for
businesses and one for municipal officials involved in procurement processes (such as bid opening and bid evaluation). Both videos will be hosted on the e-Procurement platform and will be available for all businesses/public officials.

**INDICATOR PERFORMANCE**

**Indicator one (1): Number of facilitated events geared toward strengthening the capacities of TEAM partners including central and local institutions, CSOs, and economic operators**

USAID TEAM supports events to ensure there is consistent level of procurement knowledge among municipal procurement officials, and that the Government of Kosovo (GoK) through Kosovo Institute for Public Administration (KIPA) and Public Procurement Regulatory Commission (PPRC) has established a sustainable long-term training capacity. USAID TEAM, through different events and activities, will increase capacities of the National Audit Office (NAO) and NAO Auditors on procurement and e-procurement, Ministry of Finance (MoF) Central Harmonization Unit (CHU) to oversee and direct municipal internal audit units, promote linkages between CHU and Internal Audit Units (IAU), train the PPRC IT team to operate and maintain the e-procurement platform, strengthen relation between PRB and municipalities to overcome challenges in procurement processes.

This Indicator measures number of events conducted which are supported and organized by USAID TEAM. Data for this indicator will be reported on quarterly bases.

<table>
<thead>
<tr>
<th>Indicator 1</th>
<th>Baseline</th>
<th>Year One Target</th>
<th>Actual</th>
<th>Year Two Target</th>
<th>Actual</th>
<th>Life of Project Target</th>
<th>Reporting Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td># of facilitated events geared toward strengthening the capacities of TEAM partners including central and local institutions, CSOs, and economic operators</td>
<td>-</td>
<td>80</td>
<td>83</td>
<td>95</td>
<td>Q1 35 Q2 42 Q3 12</td>
<td>433</td>
<td>Quarterly</td>
</tr>
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</table>

**Indicator two (2): # of people trained from local and central institutions (procurement, public finance, fraud detection HR, auditing), as well as representatives from CSOs, economic operators, and media, that are recipients or participants in TEAM events**

USAID TEAM, during the life of project, plans to train 4,680 officials from local and central institutions as well as representatives from Civil Society Organizations (CSOs), economic operators and media representatives in the areas of procurement, public finance, fraud detection, human resources, auditing etc. Project assistance also feature support to auditors, mayors, audit
committees, and other stakeholders to strengthen internal controls, apply sanctions, and rigorously enforce the Public Procurement Law (PPL) to ensure transparency, accountability and effectiveness of the system.

This indicator measures the number of people trained from local and central institutions (procurement, public finance, fraud detection Human Resources, auditing), as well as representatives from CSOs, economic operators, and media, that are recipients or participants in USAID TEAM events, and will be reported on a quarterly and annual basis.

<table>
<thead>
<tr>
<th>Indicator 2</th>
<th>Baseline</th>
<th>Year One Target</th>
<th>Actual</th>
<th>Year Two Target</th>
<th>Actual</th>
<th>Life of Project Target</th>
<th>Reporting Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td># of people trained from local and central institutions (procurement, public finance, fraud detection, HR, auditing) as well as representatives from CSOs economic operators, and media, that are recipient or participants in TEAM events</td>
<td>-</td>
<td>900</td>
<td>1,076</td>
<td>995</td>
<td>Q1 421</td>
<td>Q2 505</td>
<td>Q3 18</td>
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### Trainings

<table>
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<tr>
<th></th>
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<th>Participants</th>
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</thead>
<tbody>
<tr>
<td>1 Training of Trainers Program on Fraud Detection</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total participants</strong></td>
<td><strong>1</strong></td>
<td><strong>18</strong></td>
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</table>

### Workshops

<table>
<thead>
<tr>
<th></th>
<th>Events</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Development of Handbook on Internal Public Expenditure Management Process</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>2 Risk Register (Handbook on Internal Public Expenditure Management Process)</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>3 Municipal outline of graduation plan with Gjakova municipality</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>4 Applied Learning Workshop</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total participants</strong></td>
<td><strong>5</strong></td>
<td><strong>65</strong></td>
</tr>
</tbody>
</table>

### Roundtables and focus groups

<table>
<thead>
<tr>
<th></th>
<th>Events</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Procurement officers share experiences, best practices, identifying challenges and recommendations to improve procurement processes</td>
<td>1</td>
<td>28</td>
</tr>
</tbody>
</table>
Indicator three (3): # of officials (local & national level) trained in e-procurement

Based on the findings and recommendations from the Needs Gap Analysis for the focus municipalities and the PPRC e-Procurement operational and capacity building workplan, USAID TEAM will work with KIPA and the PPRC to train local and central level officials on e-procurement. USAID TEAM, in coordination with PPRC and KIPA, will train local and national level officials (procurement officials, bid opening committee members, evaluation committee members, internal audit units, and officials from the NAO, Procurement Review Body (PRB), Anti-Corruption Agency (ACA), and Central Harmonization Unit (CHU)) on the e-Procurement system.

This indicator measures the number of officials trained in e-procurement and will be reported on a quarterly basis.

<table>
<thead>
<tr>
<th>Indicator 3</th>
<th>Baseline</th>
<th>Year One Target</th>
<th>Actual</th>
<th>Year Two Target</th>
<th>Actual</th>
<th>Life of Project Target</th>
<th>Reporting Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td># of officials (local &amp; national level) trained in e-procurement</td>
<td>-</td>
<td>500</td>
<td>674</td>
<td>150</td>
<td>Q1 66 Q2 234 Q1 0</td>
<td>1000</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

Note: Due to a much higher level of demand and need in the municipalities, the project trained a greater number of officials than originally planned in the Year Two workplan.

Indicator four (4): # of Economic Operators and CSO Representatives Trained in E-Procurement and Business Ethics

USAID TEAM will coordinate with KIPA and the PPRC to train businesses and CSOs on the use of the e-Procurement platform and train on business ethics. This training will help both economic operators and NGOs to learn how to use the e-procurement tendering system and improve competition. These capacity buildings activities will improve the overall quality and quantity of bids received by municipal procurement officials and central government entities.

This indicator measures the number of representatives from both sectors trained in e-procurement and will be reported on a quarterly and annual basis.

<table>
<thead>
<tr>
<th>Indicator 4</th>
<th>Baseline</th>
<th>Year One Target</th>
<th>Actual</th>
<th>Year Two Target</th>
<th>Actual</th>
<th>Life of Project Target</th>
<th>Reporting Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Economic Operators and CSO Representatives Trained in E-Procurement and Business Ethics</td>
<td>-</td>
<td>500</td>
<td>674</td>
<td>150</td>
<td>Q1 66 Q2 234 Q1 0</td>
<td>1000</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
USAID TEAM will increase capacities of media and CSOs representatives to monitor municipal procurements. This indicator measures the number of individual representatives of media and CSOs who are trained in procurement oversight. TEAM will train 140 media and CSO representatives to monitor municipal procurements. This indicator will be reported on a quarterly basis.

**Indicator #16: # of Hits on The Procurement Transparency Portal**

Since the launch of the [Open Procurement Transparency Portal](https://www.openprocurement.org) on July 5, 2018, there have been 2,506 visitors conducting research on the site.

The project “Open Procurement Transparency Portal-OPTP” is a 12-month project implemented by Lëvizja FOL and funded by USAID TEAM aiming to increase transparency in public expenditure.

This indicator measures the number of unique and non-unique visits or “hits” on the site.
PROJECT MANAGEMENT

Successes during reporting period

Successes during the reporting period include the following:

- Publication of public procurement contracts, voluntarily started by the Municipality of Gjakova and followed by all USAID TEAM focus and second-tier municipalities, resulting in 16 municipalities publishing 581 procurement contracts.

- PPRC’s decisions:
  - Requiring submission and processing of all central procurement bids only electronically through the e-Procurement platform (no hard copies allowed),
  - Mandatory submission and processing of large value procurement activities for all contracting authorities through the e-Procurement platform (no hard copies allowed), and
  - Mandatory publication of procurement contracts on the e-Procurement platform by all contracting authorities.

- Launch of the Open Procurement Transparency Portal that facilitates watchdog activities by CSOs, investigative journalists, the private sector, and the general public.

- Expanded project assistance to six second-tier municipalities, ensuring that procurement practices are compliant with the law. USAID TEAM coaching and mentoring is helping second-tier municipalities address their vulnerability to corruption in public procurement, public finance management, and internal audit.

- Finalization of NAO guideline on detecting fraud in the procurement process.

- Launched the third annual Transparency Index in Public Procurement which sheds light on municipal procurement activities and thereby incentivize institutions to improve the quality of services delivered to citizens.

- Reached over 102,000 people through investigative reports, infographics and videos prepared and published by USAID TEAM subcontractor Cohu.

Challenges during reporting period

Challenges during the reporting period include the following:

- **Lack of cooperation of central institution (CHU, MLGA and MPA) on development of Municipal Code of Ethics.** USAID TEAM initiated the process of development of a municipal code of ethics in close coordination with CHU. Following the development of the first draft, central government institutions began questioning the legal basis for the code of ethics and this has raised a number of challenges and delays in finalizing the document.

- **Pristina municipality faces difficulties regarding internal coordination.** USAID TEAM Advisors observed poor communication among departments within Pristina municipality negatively impacting the municipality’s ability to set a clear path to graduation from project assistance. This impacted the municipality’s ability to address NAO recommendations, implement the procurement plan, initiate activities which are not in
procurement plan, etc. Further, the municipal internal auditor had not implemented any audit activity this year and had not implemented the internal audit plan.

- **Gjilan municipal procurement office staff issues.** Gjilan municipality lacks sustainability in the procurement office due to staff shortage. The municipality was forced to suspend several procurement officers due to ongoing indictments and is not able to fully replace these officials until such time as the indictments are cleared. As a workaround, the municipality has begun hiring consultants through service contracts for short-term periods, up to six months at a time.

- **Vacancy within PPRC Board.** The PPRC board president, Safet Hoxha, resigned from the PPRC to take a position as a judge in the Kosovo Constitutional Court, leaving the PPRC Board without an acting president and with one member short. No legislation in effect foresees a solution with respect to the acting head of PPRC. Without a clear legal basis, the remaining two members are reluctant to assume the position of acting head, and this reluctance may become outright dysfunctionality if there is no clear solution. Both PPRC and USAID have approached the Kosovo Assembly for a solution to this situation; however, the Assembly is also reluctant to intervene, citing the lack of a legal basis as justification.

- **Lack of cooperation from MOF and MAP regarding the e-Procurement platform.** Ministry of Finance and Ministry of Public Administration continue to defer the signing of MOUs and service level agreements (SLAs) with PPRC, which are aimed at advancing interoperability with the e-Procurement system.

- **PPRC reluctance to implement contractor past performance.** Initially, the PPRC pushed back against the idea of hosting and implementing a contract management and contractor evaluation module on the e-Procurement platform. Their reasoning is that procurement processes end with the signing of contracts, and that any process after that is the responsibility of other institutions.

**Mitigation measures taken to address challenges**

USAID TEAM took the following mitigation measures to address these challenges during the reporting period:

- **Lack of cooperation of central institution (CHU and MLGA) on development of Municipal Code of Ethics.** USAID TEAM held meetings with CHU and MLGA and, based on inputs received, developed a new draft of the Code of Ethics taking into account CHU and MLGA concerns. USAID TEAM will share the new draft Code of Ethics with focus municipalities, CHU, and MLGA for comments and then finalize the Code during Quarter Four.

- **Pristina municipality faces difficulties regarding internal coordination.** USAID TEAM met with the Deputy Mayor to discuss the challenges. The Deputy Mayor committed to undertake steps to immediately improve the situation. However, as far as we know, such internal meetings did not take place. Currently, USAID TEAM is in the process of setting up a meeting with the Mayor of Pristina to address the issue. In addition, USAID TEAM met with the head of the audit committee to raise the issues pertaining to the implementation of the internal audit plan.

- **Gjilan municipal procurement office staff issues.** While there is nothing USAID TEAM can do to expedite the ongoing indictments of municipal officials, the project provided daily
coaching and mentoring support to municipal officials. In addition, the Municipality of Gjilan raised their concerns with the Ministry of Finance and, as a result, they received special permission to hire five new procurement staff as of January 2019.

- **Vacancy within the PPRC Board.** Although the GoK has submitted to the Assembly a nomination for PPRC Board President, plenary sessions are difficult to convene due to other political issues, which are postponing the appointment of the new PPRC President. Despite this, the project has been able to push certain procurement processes forward with the remaining two board members.

- **Lack of cooperation from MOF and MAP.** USAID TEAM has recently hired an IT STTA to support the e-Procurement Committee and PPRC to push this process forward. Senior project leadership will engage the MOF and MAP in discussions if the IT STTA is not able to solve this impasse at a working level.

- **PPRC reluctance to implement contractor past performance.** USAID TEAM has managed to persuade PPRC leadership that contract management is already part of the e-Procurement system and part of the overall procurement cycle. PPRC agreed to host both contract management and contractor past performance, with the request that USAID TEAM funds the upgrading of this module.

**MAJOR ACTIVITIES FOR NEXT QUARTER**

The project looks forward to the following major activities and milestones in the upcoming quarter:

**Component 1:**

- Finalize Municipal Code of Ethics for focus municipalities.
- Finalize report analyzing the draft Law for Public Officials.
- Finalize citizen perception survey report.
- Conduct Contract Management workshops.
- Continue with Human Resource Management System practical hands-on trainings.
- Continue with on-the-job coaching activities on public procurement, finance management, internal auditing, and HR for focus and second-tier municipalities.
- Provide on-the-job coaching to address NAO recommendations for all Kosovo municipalities.
- Develop training video on e-Procurement for businesses and bid opening and evaluation committee members.
- Support PPRC in developing a training regulation.
- Conduct roundtables with municipal officials on sharing experiences and best practices, identifying challenges, and recommendations for improvement in public procurement, finance management, internal audit, and HR.
- Conduct roundtable with municipal procurement managers from all Kosovo municipalities and PRB to discuss municipal challenges related to procurement appeals.

**Component 2:**
• Support activation/upgrade of the e-procurement system through change management (in line with PPRC Module rollout plan).

• Train the PPRC IT team to operate and maintain the e-procurement platform.

• Develop contractor past performance mechanism.

• Increase PPRC capacities in public outreach.

• Establish a structured and easily accessible database of PRB past decisions.

• Support PRB in developing a more user-friendly website.

• Establish PRB technical capacities to support live video streaming of hearings.

**Component 3:**

• Coordinate with CiviKos to organize Applied Learning Workshops with local level CSOs.

• Coordinate work with KDI on preparing and publishing 38 fact sheets for each municipality which present results or problems that they face.

• In coordination with USAID TEAM grantee Riinvest, launch x-Index report - a public procurement benchmarking tool.

• In coordination with USAID TEAM grantee Democracy Plus, launch the 2nd Benchmarking Report.

• Continue to work with USAID TEAM grantee Levizja FOL on upgrading Open Procurement Transparency Portal.

• Continue to work with USAID TEAM subcontractor Democracy Plus on monitoring Procurement Review Body and all of its decision that have impact on municipal procurement processes.

• Continue to coordinate work with USAID TEAM subcontractor Cohu on identifying topics for investigative reports planned to be implemented during upcoming quarter.

• Coordinate work with USAID TEAM subcontractor Group for Legal and Political Studies on completion of final report.

• Continue to provide support and monitor activities implemented by KDI through “Supporting local level CSOs to monitor procurement cycle in Kosovo municipalities.”

• Release a call for application for Annual CSO Challenge Grant to foster innovative ideas.
## Annex A: Reports and Deliverables Completed This Quarter

Reports and deliverables completed this quarter:

<table>
<thead>
<tr>
<th>#</th>
<th>Deliverable7</th>
<th>Description</th>
<th>Person or USAID TEAM completing</th>
<th>Due (per contract, WP, or SOW)</th>
<th>Submission date of first draft</th>
<th>Submission date of final draft</th>
<th>Approval/ acceptance date of final version</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Municipal Graduation Plan</td>
<td>Municipal Graduation Plan measures the progress of focus municipalities in addressing corruption vulnerabilities and enhancing transparency, to “graduate” from project assistance.</td>
<td>USAID TEAM</td>
<td>February 2018</td>
<td>12 January 2018</td>
<td>5 April 2018</td>
<td>15 May 2018</td>
</tr>
<tr>
<td>3</td>
<td>Award Fee Contractor’s Self-Assessment Report Quarter 2- 2018</td>
<td>DAI’s self-assessment of its performance implementing the USAID TEAM activity during January – June 2018, for the purposes of award fee determination.</td>
<td>USAID TEAM</td>
<td>15 July 2018</td>
<td>13 July 2018</td>
<td>13 July 2018</td>
<td>N/A</td>
</tr>
</tbody>
</table>

7 In the interest of brevity, this table does not include the weekly activity reports submitted each Friday, as required by Section F of the subject contract. All required weekly reports were submitted on time during this quarter.
<table>
<thead>
<tr>
<th>#</th>
<th>Deliverable</th>
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</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Accruals Report Quarter 3 - 2018</td>
<td>Financial report summarizing actual and estimated expenses for July – September 2018</td>
<td>Brianna Cole</td>
<td>10 calendar days before the end of the quarter</td>
<td>18 September 2018</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>6</td>
<td>Review of Kosovo Public Procurement Legal Framework</td>
<td>The document provides a high-level review on Kosovo’s public procurement legal framework and recommendations for improvement</td>
<td>USAID TEAM</td>
<td>N/A</td>
<td>25 July 2018</td>
<td>N/A</td>
<td>N/A</td>
</tr>
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