



Kosovo

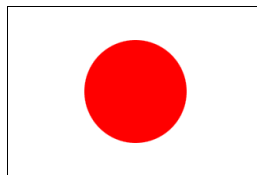
United Nations Development Programme

Kosovo Partnership for Anti-Corruption

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Table of Contents

Acronyms.....	3
Executive Summary	4
1 The Project.....	4
Situational Analysis.....	5
Project Strategy.....	6
Figure 1: Ideal Integrity System.....	7
Changes made in the project.....	7
2 Factors Affecting Implementation and Outputs.....	8
3 Risk Management	9
4 Assessment of Outputs	9
Output no 1 – Technical and capacity development support to anti-corruption bodies in Kosovo	9
Output no 2 – Strengthening the integrity system in Kosovo.....	11
Output no. 3- Increase public awareness on corruption.....	13
5 Overall Impact of the Project.....	16
6 Project’s Gender Mainstreaming Strategy	18
7 Lessons Learned.....	19
8 Conclusions, Recommendations and Opportunities for Follow-up	20

Acronyms

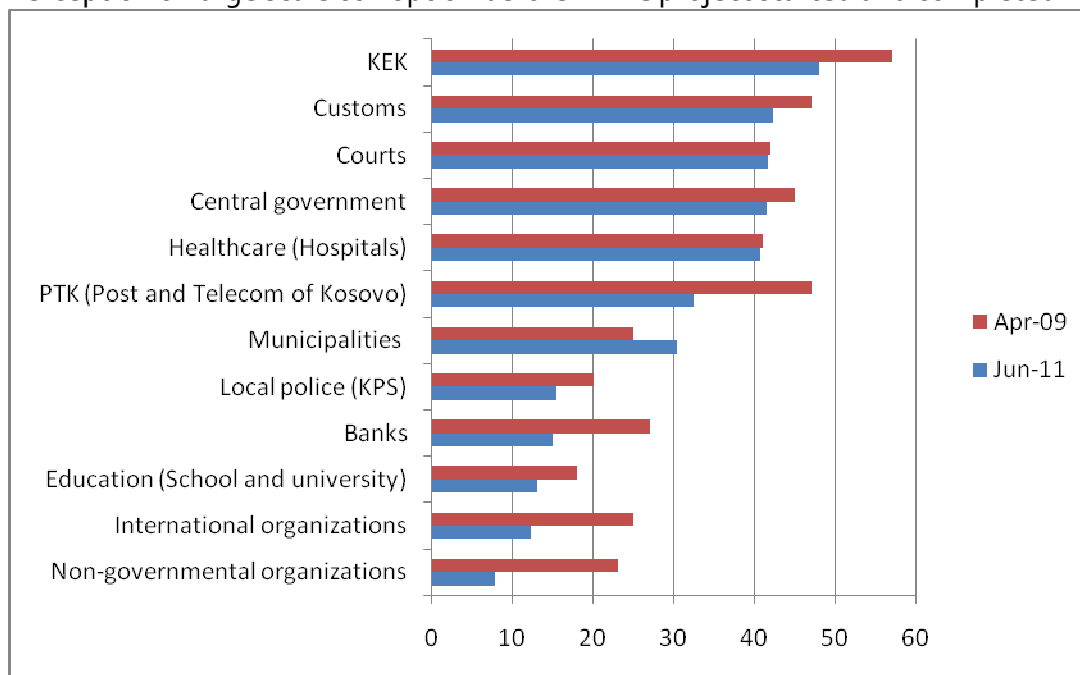
APJK	Association of Professional Journalists in Kosovo
CFP	Call For Proposals
ECLO	European Commission Liaison Office
HRN	Human Rights Radio Network
IAACA	International Association of Anti-Corruption Authorities
IACC	International Anti-Corruption Conference
IPOL	Balkan Policy Institute
KAA	Kosovo Anti-Corruption Agency
KDI	Kosovo Democratic Institute
KIPRED	Kosovar Institute for Policy Research and Development
KIS	Kosovo Integrity System
KPAC	Kosovo Partnership for Anti-Corruption
KPPC	Kosovo Public Policy Centre
KTI	Kosovo Transparency Initiative
MDGs	Millennium Development Goals
NGO	Non Governmental Organisation
NIS	National Integrity System
RFP	Request For Proposals
UNCAC	UN Convention Against Corruption
UNDP	United Nations Development Programme

Executive Summary

The Project's primary objective was to establish a network for anti-corruption through the successful completion of Output 1– Technical and capacity development support to anti-corruption bodies in Kosovo; Output 2 - Strengthening the integrity system in Kosovo and Output 3 – Increase public awareness on corruption. The set objectives have been achieved through working in partnership with the Kosovo Anti-Corruption Agency (KAA) and Kosovo Democratic Institute (KDI - which is also the Kosovo Transparency International Chapter in Kosovo). The project started in August 2009 and ended in March 2011.

Overall, the activities for the completion of Output 1 - technical and capacity development support to anti-corruption bodies in Kosovo - achieved their intended targets, whereby ties across the larger Balkan area were established and strengthened through the successful organisation of a regional anti-corruption conference and workshop, providing grounds for a sustainable anti-corruption network at the regional level, in cooperation with UNDP Bratislava Regional Centre. KAA staff was equipped with mostly technical assistance regarding the implementation of the Law on Conflict of Interests (instead of capacities to implement and monitor the Action Plan which was conducted by ECLO).

Perception of large scale corruption before KPAC project started and completed:



Source: Early Warning Report/Public Pulse Fast Fact 2011

Strengthening institutional integrity in Kosovo was achieved through the study (<http://www.kdi-kosova.org/publications/NIS2011en.pdf>) conducted by the Kosovo Democratic

Institute (KDI) providing a baseline of the Kosovo Integrity System based on the National Integrity System (NIS) a Transparency International methodology, identifying gaps and weaknesses of the system in Kosovo fighting corruption and preserving integrity, hence enabling the Kosovo institutions to prioritise actions to be taken following this assessment. The recommendations in the report provide a solid basis upon which the anti-corruption institutions in Kosovo can coordinate their efforts in the future.

Lastly, regarding the increase in public awareness, despite a decrease in the applications for the Journalism Award in 2010, positive results against this output, namely the presentation of the Media Awards, the successful outreach campaign at the local level as well as the published report of KIPRED on Municipal Financial Management (http://www.kipred.net/web/upload/Public_Funds.pdf), present an opportunity for further follow-up actions by Kosovo institutions and the donor community.

1 The Project

Situational Analysis

Corruption, both economic and political is a major problem in Kosovo undermining the proper functioning of Kosovo institutions and impacting the everyday life of the citizens.¹ The 2008 Progress Report of the European Commission identified a range of gaps and weaknesses in the public administration and anti-corruption policies.² In particular, the assessment noted that civil servants are still affected by political interferences, corruptive practices and nepotism. Concerns were also raised about the transparency in the assembly's activities, lack of cooperation between the government and Ombudsperson, independence and accountability of the judiciary, effectiveness of law enforcement agencies and the judiciary when addressing issues of corruption, and staffing and guarantees for impartiality of the KAA. In the face of this corruption and institutional ineffectiveness, the report pointed out that a sense of hopelessness existed among the general population when dealing with government institutions.

Regardless of ethnic affiliation, Kosovans report high perceptions of corruption in various sectors of society.³ Such perceptions, whether based on actual encounters or not, is damaging to the society of Kosovo. In addition to these perceptions, Kosovo also has certain characteristics that make its society especially susceptible to high levels of corruption. The UNDP Early Warning Report No. 20/21 Special Edition states that areas with recent experience

¹Transparency International evaluated Kosovo as one of the countries where the level of corruption is very high. It is ranked in the 110th place with a coefficient of 2.8 placing it among countries which are not even democratic.

See http://www.transparency.org/policy_research/surveys_indices/cpi/2010/results.

² European Commission, *Kosovo (Under UNSC 1244/99) 2008 Progress Report*, p. 15 at http://ec.europa.eu/enlargement/pdf/press_corner/key_documents/reports_nov_2008/kosovo_progress_report_en.pdf

³ See UNDP Kosovo, *Fast Facts: Early Warning Report 24* (April 2009); UNDP Kosovo, *Combating Corruption in Kosovo: A Citizens' Perceptions Survey in Support of the Kosovo Anti-Corruption Strategy* (2004).

in civil conflict, high unemployment, low public sector salaries and weak civil society and media, among other characteristics, have demonstrated higher instances of corruption.⁴

The satisfaction level with governing institutions of Kosovo witnessed an overall decrease in 2009 and corruption is perceived as one of the paramount problems Kosovo faces after unemployment and poverty.⁵ Most of the respondents consider the government efforts to combat corruption as ineffective. The Early Warning report No 25 (April-June 2009) shows that bribing is considered as the primary means to get a job in the public sector, as well as highlighting that the widespread perception of corruption can result in a tendency for people not to fulfill their obligations as citizens with regard to payment of public services and taxes. The report also states that the citizens consider corruption and mismanagement as one of the major problems for the stability of Kosovo (more than issues such as the deterioration of relations with neighboring countries, deterioration of relations with the international community, religious radicalism, the lack of rule of law and political radicalism).⁶

In the field of economic development, corruption is also mentioned as a major obstacle for the implementation of European standards on taxation, competition, public procurement, information agencies and media, financial control, the fight against money laundering, drugs and organised crime. This situation serves to exacerbate poverty in Kosovo, by decreasing and diverting government revenue and discouraging foreign investment.

Corruption can be viewed as a governance deficit, as well as being a serious threat to human and sustainable development. Corruption also greatly hinders the progress towards meeting the Millennium Development Goals (MDGs), particularly eradicating poverty. It hurts the poor and vulnerable disproportionately, forcing them to live day by day, instead of providing them with the opportunity to strive for a better future.

In Kosovo, UNDP's programming in the area of accountability and transparency is positioned within its wider democratic governance programme, in support of broad human development goals for Kosovo, including MDGs related to poverty reduction through good governance practices.

Project Strategy

The objective of the Kosovo Partnership for Anti-Corruption (KPAC) is to establish a sustainable network for anti-corruption in Kosovo. Increased efforts are required to nurture the grounds for an environment in which all actors responsible to uphold the integrity of Kosovo society are well-connected and active in their respective fields. The Project's strategy is to engage a wide range of local actors (anti-corruption institutions, civil society and the media) to facilitate for Kosovo to benefit from global best practices, by bringing in leading anti-corruption practitioners to Kosovo to fight the phenomenon. By building onto the foundations

⁴ UNDP Kosovo, *Early Warning Report No 20/21 Special Edition* (June 2008), p 49.

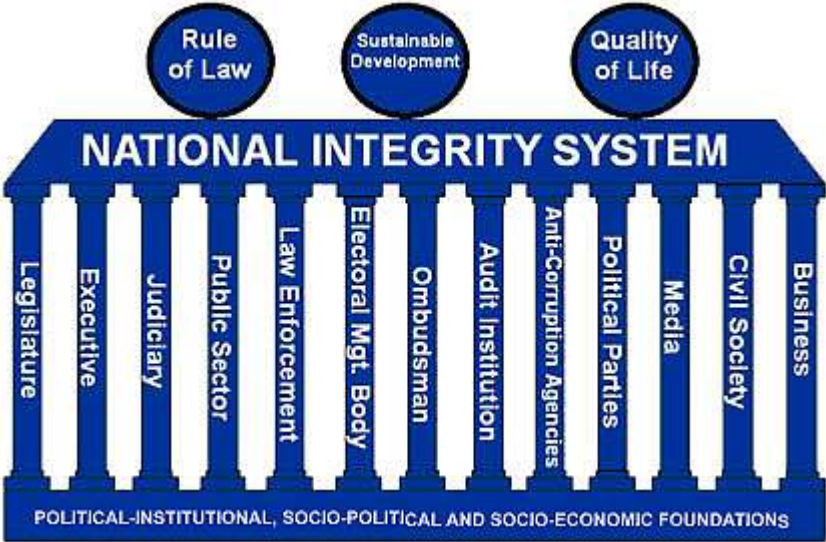
⁵ See Early Warning Report No 26, November 2009; No 27, March 2010; No 28 April-June 2010 at www.ks.undp.org.

⁶ Early Warning report No 25 - April-June 2009, p. 25.

already created through the UNDP Kosovo Transparency Initiative (KTI) which was the driving force behind the establishment of the Kosovo Anti-Corruption Agency (KAA), the Project provides technical support and connects people and institutions, for that a sustainable anti-corruption network can be established. An emphasis on creating networks and connections in the larger Balkan forms part of the strategy to enable the sharing of experiences and information particular to the area, as well as to nurture the grounds for a network to counter corruption.

The comprehensive analysis of the National Integrity System (NIS) is a key activity in this regard. The NIS is a concept created and advocated for by Transparency International, the leading international NGO dedicated to ridding the world of corruption. The notion of NIS is established upon a system of “horizontal accountability”, whereby each “pillar” of the NIS is both a monitor and is monitored thus creating a virtuous cycle. According to Transparency International, the NIS consists of key institutions, laws and practices that contribute to integrity, transparency and accountability in a society. By assessing the state of the NIS, Kosovo will be able to better identify the gaps and weaknesses of their system in fighting corruption and preserving integrity, hence, enabling them to prioritize actions to be taken following the assessment. The system is designed to prevent corruption which is extremely important in creating a sustainable anti- corruption environment in Kosovo. The NIS pillars may vary according to the study, but typically include 11 institutions and sectors as can be seen in the figure below.

Figure 1: Ideal Integrity System



Source: Transparency International, national integrity system assessments at http://www.transparency.org/policy_research/nis

Changes made in the project

There was a change of focus of activities concerning the technical and capacity development support to anti-corruption bodies in Kosovo due to other actors' initiatives in this field. The anti-corruption project under the European Commission Liaison Office (ECLO) intended to provide capacity development support in terms of monitoring, evaluation and implementation of the Anti-Corruption Action Plan 2009-2011 to KAA, which was also foreseen in the KPAC Project Document. After consultation with the Agency the Project decided to place a short-term advisor to address the issue of conflict of interest within KAA to provide technical assistance in this area. As such, there was a shift from capacity development to technical assistance of the KAA, since ECLO was leading the capacity development of the Agency.

In addition, there was a new activity added for increasing public awareness on corruption, namely a research on public expenditures of municipalities by analysing their approach towards budget spending, revenue generation, asset management, and other relevant aspects of budget management performance. The added value of this report, besides the research findings and in-depth analysis of the current state are concrete policy recommendations for improvement and future development of budget management at the local level, which is gaining increased responsibility and hence scrutiny under the ongoing decentralisation process.

2 Factors Affecting Implementation and Outputs

Implementation of Output 2 – strengthen institutional integrity in Kosovo- was delayed due to recruitment problems for the NIS assessment by the implementing partner the Kosovo Democratic Institute (KDI). According to the report, as well as a follow-up meeting with the Kosovo Democratic Institute (KDI)⁷ Project Manager, only a small portion of the first tranche (the majority of which was intended to be spent during Q1 2011) was used due to unexpected delays, primarily in recruitment. UNDP and KDI hence agreed on extending the delivery period under the first tranche until the end of Q2 2011, and conducted a budget re-alignment accordingly.

Also under Output 2: The Request for Proposal (RFP) for anti-corruption awareness-raising that was posted on the UNDP Kosovo website for the duration of 26 March-12 April 2010 resulted in 3 applications from the Balkan Policy Institute (IPOL), Human Rights Radio Network (HRN), and Kosovo Public Policy Centre (KPPC). After careful evaluation by a selected panel, none of the applicants were able to pass the 70% threshold (technical proposal) necessary to proceed with the financial bid evaluation. As such, the RFP was cancelled. Upon discussing the situation with the Cluster Head and Management, the same activity was re-advertised as a grant under a Call For Proposals (CFP) during 12-28 May. The same three organisations (IPOL, HRN, and KPPC) applied. After discussions among the evaluation panel members, a decision was made to divide the grant into two – between IPOL (€9,000) and HRN (€6,000). This

⁷ KDI's mission is to support democratic development in Kosovo by empowering nongovernmental organisations and citizens to enhance the transparency, accountability and responsiveness of governing institutions and improve the efficiency of these institutions through citizen participation in decision-making. For more information, see <http://www.kdi-kosova.org/eng/index.php>.

decision was based on the fact that no single organisation had a proposal that was deemed adequately comprehensive to cover all activities as outlined in the CFP. As such, IPOL was selected to be responsible for all organisational/managerial aspects of the activity, while HRN was selected to be responsible for media outreach, in particular, to utilise their strong network in reaching out to minority communities.

3 Risk Management

During its implementation, the Project dealt with uncertain project events in a pro-active manner and tried to identify and communicate risks as early as possible, consider both threats and opportunities, clarify ownership issues, prioritise and analyse risks, plan and implement risk responses as well as update the risk log.

A major external risk identified was the possibility of politicisation (status issue of Kosovo) of the Regional Anti-Corruption Conference. As a mitigation strategy the Project closely communicated with UNDP Bratislava Regional Centre with regard to planning and developments of the Conference, emphasising its technical aspect, and ensuring the neutral wording of all documents externally distributed. There was a small instance of politicisation, but the Conference was held without any major delays or incidents.

Concerning the risk management of Output 2 – strengthening the integrity system in Kosovo - the partner KDI encountered some difficulty in gaining access to representatives from rule of law institutions, but overall, they were able to acquire the necessary information for the KIS analysis and its implementation was not hindered. The Project had anticipated this risk and thus coordinated and monitored KDI activities closely, dialogue with institutions was initiated from an early point to foster cooperation and participation, and established networks were utilised as a countermeasure.

4 Assessment of Outputs

Output no 1 – Technical and capacity development support to anti-corruption bodies in Kosovo

Output no 1: Technical and capacity development support to anti-corruption bodies in Kosovo

Targets: KAA staff equipped knowledge regarding the technical area of conflict of interest, ties across larger Balkan area established

Indicator: Initial activities utilising newly-established network identified and technical assistance to KAA provided.

Baseline: KAA capacities limited, ties across larger Balkan area non-existent

Regional Anti-Corruption Conference: On 24-25 November 2009, UNDP, with KAA organised the first regional anti-corruption conference, titled “Sharing Experiences in Fighting Corruption”, in Pristina. Representatives from the respective anti-corruption bodies of Slovenia, Croatia, Montenegro, Albania, Macedonia (FYR of) and Turkey participated, and representatives from the UNDP Bratislava Regional Centre and the regional anti-corruption NGO, RAI (Regional Anti-Corruption Initiative), were also present as observers.

Assessment: The primary goal of the conference was for it to function as a networking tool at the sub-regional level for KAA. Although some officials from the Agency had participated in regional workshops and conferences related to anti-corruption, the Conference was the first of its kind held in Pristina, with a focus on bringing together the respective anti-corruption authorities from around the region. The Project achieved its target of establishing ties across the larger Balkan area and facilitating the development of a network (with the exception of Serbia and Bosnia and Herzegovina). There was a very high interest among all bodies that participated in the Conference, and many expressed their wish for such initiatives to continue.

Expert advisory services to KAA in the area of conflict of interest for three months (7 September – 6 December 2010): Consultations with the KAA were held in order to best reflect their needs and thus the roles and responsibilities of the Senior Advisor. It was decided to recruit a Senior Advisor for Conflict of Interest, to support KAA on the practical implementation of the recently-amended Law on the Prevention of Conflict of Interests.

The Senior Advisor on Conflict of Interest, Ms Londa Esadze, commenced her 3-month assignment in early September 2010. One of the activities foreseen in her Terms of Reference, to support the Agency in developing a guidebook on the new Law of Conflict of Interest to increase public awareness and understanding on the concept, was largely taken out of the work plan due to developments regarding the revision of the current Law during 2011. Instead, it was agreed that the Senior Advisor would support the Agency in developing PR material on the concept of conflict of interest itself.

During her assignment, the Senior Advisor supported the KAA in revising the current Law on the Prevention of Conflict of Interests. She supported the Agency in systematically revising all legislation in Kosovo that could potentially result in a conflict of interest, and ensuring its harmonisation with other legislation in place. She conducted a gap analysis of the current law and highlighted the conflict of interest currently not covered, and discussed with the KAA Head of Conflict of Interests Division helpful provisions for the new Law. The Ministry of Justice officially confirmed that this Law will be discussed for revision in 2011. In addition, she produced a comprehensive compliance review on the regulations on Conflict of Interests and asset declaration by public officials in foreign countries, a glossary of Conflict of Interests terms, and guidelines about corruption measurement/assessment tools and linked the KAA website to international anti-corruption organisations, initiatives and networks in other countries

Further, she established KAA's contacts and cooperation with international anti-corruption organisations and networks. As a result, she facilitated participation of KAA's director in the International Anti-Corruption Conference (IACC) in Bangkok from 10 – 14 November 2010, where leading practitioners and experts on sustainability, governance, and transparency gathered to discuss the role of corruption and governance. Also, she helped the establishment of contacts between KAA and the International Association of Anti-Corruption Authorities (IAACA), facilitated KAA's membership in this Association, and organised the participation of KAA's director in the 4th Annual Conference and General Meeting of the International Association of Anti-Corruption Authorities in Macau from 2 – 5 November 2010. This Association assists anti-corruption authorities and promotes effective implementation of the UN Convention Against Corruption (UNCAC). Lastly, Ms Esadze arranged the participation of the Head of the Conflict of Interests Division from KAA and other officials in an international anti-corruption conference in Germany from 22 – 23 November 2010, focused on up-to-date anti-corruption and anti-fraud practises in Europe, and exchange of information and best practices.

Assessment: The Senior Advisor completed her assignment in December 2010. The main outcome of her assignment was the provision of support to the re-drafting of the Law on the Prevention of Conflict of Interest. She further produced various instruments such as a comprehensive compliance review on the regulations on Conflict of Interests and asset declaration by public officials in foreign countries, a glossary of Conflict of Interests terms, and guidelines about corruption measurement/assessment tools, which are very important for the work of the KAA staff in this area and thus having a lasting impact and added value in their work. Further, she facilitated KAA's contacts and cooperation with international anti-corruption organisations and networks ensuring the possibility of experiences and best practices in the future.

The Senior Advisor established very good working relations with the Conflict of Interest Unit, as well as with the Director of the KAA. The Agency was fully satisfied with her performance.

Overall, the activities for the completion of this output (technical and capacity development support to anti-corruption bodies in Kosovo) achieved their intended targets: ties across the larger Balkan area were established. Also, KAA staff was equipped with mostly technical assistance regarding the implementation of the Law on Conflict of Interests (instead of capacities to implement and monitor the Action Plan which was conducted by ECLO). The Final Report of the International Advisor also provides a baseline for future capacity-development interventions by identifying further needs of the KAA.

Output no 2 – Strengthening the integrity system in Kosovo

Output no 2: Strengthening the integrity system in Kosovo

Target: Connection between NIS pillars in Kosovo established; focal points identified and trained.

Indicator: Recommendation report of NIS presented to relevant bodies; workshop and training conducted; local NGO network created

Baseline: No prior Kosovo-wide NIS assessment conducted; no local network in place; no trained focal points.

Assessment of Kosovo's Integrity System: In December 2009, a Project Cooperation Agreement was finalised with KDI, the official partner organisation of Transparency International in Kosovo and the implementing Non Governmental Organisation (NGO) for this output. Subsequently, the researchers were hired and familiarised with the NIS concept and methodology. Personnel for the Advisory Group, which is comprised of representatives from each pillar to be analysed under the Kosovo's Integrity System (KIS) study and serves as a mechanism to discuss and as necessary, validate, the initial research findings, were identified.

The Lead Researcher and the Project Manager participated in an NIS training workshop held at Transparency International Headquarters in Berlin at the beginning of 2010, whereby they were provided a detailed overview of the NIS methodology, received recommendations from Transparency International on ways to best adapt the methodology to the Kosovo context, discussed the primary and secondary objectives of the study, as well as the risk and where the study's value lies; and exchanged experiences on obstacles faced and lessons learned with another team from the Turks and Caicos Islands that also participated in the training.

The 2nd Advisory Group Meeting took place in Pristina on 29 June, 2010. There were a total of 20 participants (3 women, 17 men, 15 % women, 85% men). The first draft report was shared with all participants, the findings and opinions from which were incorporated into the draft. A preliminary draft was done by KDI and the Project Manager made inputs as necessary. The information gathered was consolidated and all the pillars were translated into English. Subsequently, the 14 pillars were sent to Transparency International for their feedback, and their comments were incorporated into the second draft.

Once all 14 pillars were finalised, with the incorporation of Transparency International's comments, along with the Kosovo profile, corruption profile, and anti-corruption activities, recommendations for each pillar were simultaneously formulated. The final report will be launched in June 2011.

Assessment: The partnership with KDI was officialised in December 2009, after which they began establishing the grounds for implementing the integrity system assessment. The focal points were identified and trained on the NIS methodology. Connections between the NIS pillars were strengthened, with similar members assembling three times in 10 months to discuss draft information being delivered from the Project, and to assess the recommendations raised from the report. The final report with specific recommendations to enhance the NIS across Kosovo institutions was produced.

All pillars were largely cooperative and involved in the information gathering and validation process, with only some minor difficulties experienced with rule of law institutions. Notably,

KDI faced some difficulty in accessing certain personnel, but overall, they were able to acquire the necessary information. In this respect, the Project closely coordinated and monitored KDI activities, initiated dialogue with institutions from an early point to foster cooperation and participation in the assessment, and utilised established networks.

The activities conducted under this output largely achieved their intended target – strengthening of the Kosovo integrity system. As aforementioned, personnel from the pillars constituting Kosovo’s integrity system met three times over the course of 10 months, through which they were able to become acquainted with and establish connections with their counterparts. It is important to note, however, that the actual implementation of the recommendations compiled through the Advisory Group Meetings and put forth in the report remains in the hands of the institutions constituting the pillars themselves. KDI has also expressed commitment in conducting follow-up activities in the near future.

The final report provides a baseline of the Kosovo Integrity System, identifies gaps and weaknesses of the system in Kosovo fighting corruption and preserving integrity, hence, enabling the Kosovo institutions to prioritise actions to be taken following this assessment. The recommendations in the report provide a solid basis upon which the anti-corruption institutions in Kosovo can coordinate their efforts in the future. Lastly, the report will serve as a reference point for a subsequent UNDP Anti-Corruption Programme which will focus on strengthening governmental institutions’ integrity at the local and central levels, and increasing the ability of the judiciary to fight corruption both internally and externally.

Implementation of the activities under this output was by and large efficient, with the exception of the delay experienced in the initial stages of the research. Such delays in future project could be avoided or minimised through closer consultation with the implementing partner during the planning phase of the report, so as to avoid over-ambitious scheduling to an extent possible. In addition, a more detailed schedule would allow for better planning and the detection of possible conflicts at an earlier stage.

Output no. 3- Increase public awareness on corruption

Output no 3: Increase public awareness on corruption

Target: Increase general awareness of corruption and promote investigative journalism

Indicator: Media Awards presented; 50% increase in applications received for 2010 Media Awards

Baseline: Lack of public awareness on reporting anti-corruption; lack of incentive for pursuing investigative journalism.

Anti-Corruption Journalism Awards: On 9 December 2009, to coincide with International Anti-Corruption Day, UNDP co-organised the Anti-Corruption Journalism Awards with KAA and the Association of Professional Journalists in Kosovo (APJK). There were three categories

in which prizes were awarded: Television (Kosovo-wide), Print Media, and Local Media. The total number of applications was 36, which was a significant increase (90%) from the 2008 Awards. A diverse selection panel, in terms of ethnicity, local/international and occupation, was established in order to ensure an impartial awards selection process.

The Awards ceremony took place at TV 21, and was widely attended by members of the media, Kosovo civil society and the international community. Following the viewing of a public service announcement that UNDP Bangkok had created for the occasion of International Anti-Corruption Day, the prizes were awarded to the respective winners. Six awards were given in total.

For the 2010 Anti-Corruption Journalism Awards it was agreed to have the awards largely in 3 categories (1 prize for Kosovo-wide television; 1 prize for Kosovo-wide print media, and 1 prize for local media/radio/internet stories). Only one application was received in the third category, thus the Evaluation Committee consensually decided to re-allocate the third Category into two (2nd and 3rd) prizes for the Print Category. A special award for investigative journalism was also awarded. The Award ceremony was held on 22 December 2010. A total number of 25 applications were received, which is a decrease (30%) from the 2009 awards.

Anti-corruption promotion campaign at local level: A Request For Proposals (RFP) for anti-corruption awareness-raising was developed and posted on the UNDP Kosovo website for the duration 26 March-12 April 2010. The RFP targeted teams of two or more NGOs, in order to facilitate the future cooperation of various local actors involved in the field of anti-corruption related issues. The overall objective was twofold: (1) To raise public awareness on anti-corruption and inform the citizens on (a) current anti-corruption issues, (b) anti-corruption laws and the activities of (c) the Kosovo Anti-Corruption Agency and (d) local NGOs and other actors active in related areas; and (2) Enhance collaboration among various local actors active in related areas throughout Kosovo and establish grounds for future cooperation in advocating for a more transparent and accountable society in Kosovo.

The organisations responsible for the implementation of the anti-corruption awareness campaigns to be conducted in all seven regions of Kosovo were selected. It was decided to divide the grant between IPOL Balkan Policy Institute and Human Rights Radio Network (HRN). As such, IPOL was selected to be responsible for all organisational/managerial aspects of the activity, while HRN was selected to be responsible for media outreach, in particular, to utilise their strong network in reaching out to minority communities.

IPOL in collaboration with FOL Movement (Speak UP), JEF Kosova (Young European Federalists) and Eye of Vision, in partnership with the KAA organized seven roundtables as follows: (1) 7 September - Peja/Pec (Syri i Vizionit); (2) 28 September - Pristina (IPOL); (3) 13 October - Ferizaj/Urosevac (FOL); (4) 21 October - Gjakova/Djakovica (Syri i Vizionit); (5) 28 October- Mitrovica (Jef Kosova); (6) 11 November- Gjilan/Gnjilane (FOL); (7) 22 November- Prizren (Jef Kosova). There was a panel at each roundtable, consisting of 3-4 representatives from local government, police, courts, civil society and the KAA, followed by an open discussion session by all participants. Overall, over 80 participants (approximately equal

representation of men and women) were registered at these roundtables. According to the report of IPOL, the main points raised in the discussions were the concern of the high level of corruption in Kosovo, the need for a clear strategy to fight corruption, the need for more transparency and accountability of the Kosovo institutions and the lack of willingness from citizens to cooperate with authorities and report cases of corruption. It was concluded that enhanced cooperation among civil society organisations is key to exert more pressure on the government.

The final roundtable event, aimed at bringing together NGOs active in the field of anti-corruption and transparency to debate and discuss ways forward in Kosovo, was organised by IPOL on 9 December 2010, International Anti-Corruption Day. The debate was a summary of the main problems that are of concern to the citizens of Kosovo. The need to enhance cooperation between the citizens and institutions to fight corruption was highlighted.

The Human Rights Radio Network (HRN) recorded and broadcasted all eight debates on nine different radio stations. HRN is a multiethnic network connecting the nine most listened to and most professional local radio stations from different regions in Kosovo. These radio stations represent different ethnic communities and lead media outlets of the regions from which they come. Two radio stations mainly produce Albanian language programmes, one station mostly produces programmes in the Serbian and Roma languages, one has a Roma language programmes and the remaining five radio stations have multi-lingual programmes in Albanian, Serbian, Turkish, Bosnian and Roma. The multi-ethnic media project reaches out to over a million people and covers 95% of the Kosovo territory.⁸

Analysis of municipal financial management: A new activity was identified under this Output, on the analysis of municipal financial management. The overall goal of the analysis was to research and assess the financial management structures and capacities of municipalities in Kosovo, through the development of a comprehensive report outlining specific findings and recommendations to improve financial management in municipalities, based on identified capacity gaps and best practices, and including the roles civil society can play in the implementation of the recommendations. Such comprehensive research had not been conducted in Kosovo, and in light of the ongoing decentralisation process and the increased competencies transferred to municipalities as a result of it, the report produced was expected to be of utmost importance to the municipalities themselves, the central institutions, as well as to the international donor community.

The Kosovar Institute for Policy Research and Development (KIPRED) was selected as a result of a CFP to conduct this research by analysing annual reports produced by the Office of the Auditor General with regard to municipal financial management and fiscal transparency in 27 municipalities of Kosovo and by conducting interviews with local government officials.

⁸ Radio VALA RINORE is located in Pristina reaching out to 560,000 people; Radio YENI DONEM is located in Prizren reaching out to 10,000; Radio CONTACT PLUS is located in Mitrovicë/a, reaching out to 50,000 people; Radio KAMENICA is located in Kamenicë/a reaching out to 50,000 people; Radio K is located in Fushë Kosovë/Kosovo Polje reaching out to 40,000 people; Radio ROMANO AVAZO is located in Prizren reaching out to 10,000 people; Radio PEJA is located in Pejë/Peć reaching out to 225,000 people; Radio KENT FM is located in Pristina, reaching out to 7,000 people; Radio VIZIONI is located in Podujevë/o reaching out to 50,000 people.

Assessment: The 4th Journalism Awards in 2009 received a large increase in the number of applications compared with the previous year. However, the 5th Journalism Awards in 2010 faced a decrease of applications. It is likely this is due to the extraordinary parliamentary elections that were held in 12 December 2010. The media's attention focused almost exclusively on these political developments in the weeks leading up to the Awards, which made their promotion as well as preparation of applications more difficult. That being said, it is worth highlighting that the selection panel for the awards acknowledged that the quality of the submitted applications was much higher than of those in 2009. In sum, the indicator of a 50% increase in applications for this output (compared with 2008) was not met for 2010, presenting a mixed result for this target.

The Output also focused on raising awareness at the local level and seven roundtables in different municipalities were organised in this respect. A wide range of people attended the roundtables, including municipal officials, civil society representatives, and representatives from international organisations (over 80 participants). In addition, these roundtable discussions were broadcast on a multi-ethnic radio network covering 95% of the territory of Kosovo and reaching out to over a million of people, a large proportion of whom were minorities who would not have had access to this information through more conventional media outlets such as TV and newspapers.

Lastly, KIPRED drafted a comprehensive publication on how municipalities can deliver their budgets and finances with more efficiency and transparency. This report, besides the research findings and in-depth analysis of the current state, provides concrete policy recommendations for improvement and future development of local budget management. The report was published in three languages (English, Albanian and Serbian) and launched in March 2011, in a roundtable event, where all stakeholders, including government agencies and municipalities, were present. This roundtable was open to the public and the media. Following this event, KIPRED analysts and researchers did use the institute's media presence to advocate for the recommendations of the report to be taken into account by relevant institutions. KIPRED will follow-up with individual meetings with different stakeholders, including local and international policy and decision-makers.

In sum, despite the aforementioned decrease in the applications for the Journalism Awards in 2010, positive results against this output, namely the increase of public awareness on corruption through the presentation of the Media Awards, and the successful outreach campaign at local level as well as the published report of KIPRED present an opportunity for follow-up actions by Kosovo institutions and the donor community.

5 Overall Impact of the Project

Appreciation was expressed from many parties that participated in the Regional Anti-Corruption Conference in Pristina in organising such an event at the regional level. The importance of further strengthening ties among regional actors as well as sharing experiences

was recognised by all actors present. Following the Conference, several workshops have been organised by anti-corruption authorities in the larger Balkan region, to which KAA representatives were invited. Such a “ripple effect” was precisely the kind of impact the project had hoped to achieve.

There was a change in the baseline identified during the Project implementation regarding UNDP Kosovo’s overall goal/outcome of contributing to fostering democratic governance through KPAC Project and its objective to establish an anti-corruption network. As the indicator for the fostering of democratic governance serves the level of public satisfaction with government services. The baseline forms the UNDP Early Warning Report No 24 of April 2009 showing that only 38% of respondents to the opinion poll are satisfied with the work of the Government of Kosovo and corruption ranks fifth in the top nine list of paramount problems in Kosovo.⁹

According to the latest survey data of December 2010, about 67% of all respondents are either dissatisfied or very dissatisfied with the work of the government of Kosovo. Only less than 10% seem to be satisfied or very satisfied with Kosovo's current political direction, while about 20% are neither satisfied nor dissatisfied. According to respondents, the third paramount problem that Kosovo faces, after unemployment (30%) and poverty (29%), is corruption (11%).¹⁰ Thus, corruption is perceived as one of the major problems in Kosovo and the satisfaction level with the government has decreased significantly (by 28%) since 2009.

These findings show that before the start of the Project, people’s satisfaction with government services was higher and corruption ranked lower in the list of pressing issues for Kosovo. An increase in people’s awareness on corruption and hence the decrease in their satisfaction level with governmental services can be partially attributed to the Project.

The 2010 European Commission Progress Report for Kosovo highlights the limited progress in many fields in Kosovo. Moreover, organised crime, money laundering, corruption, politicising of the judiciary and a lack of media freedom were all listed as major concerns, although it was noted that some progress had been made with regard to the fight against corruption. However, corruption remains prevalent in many areas and still constitutes a very serious concern. Following the partial revision of the legislative and institutional framework, the report states that Kosovo still needs to demonstrate results in investigations, indictments, prosecutions and convictions in anti-corruption cases.¹¹

Moreover, in November 2010, Transparency International evaluated Kosovo a place where the level of corruption is perceived to be very high. It was ranked 110th with a coefficient of 2.8 (0 perceived to be highly corrupt, and 10 perceived to have low levels of corruption), placing it among countries and areas that are not even democratic.¹²

⁹ See Early Warning Report 24, April 2009, UNDP Kosovo at http://www.ks.undp.org/repository/docs/FF_24_English.pdf

¹⁰ Public Pulse Poll, December 2010, UNDP Kosovo at <http://www.ks.undp.org/repository/docs/pp-ver-FINAL-eng.pdf>

¹¹ See Kosovo 2010 Progress Report, Brussels 9 November 2010, p. 13 available at http://ec.europa.eu/enlargement/pdf/key_documents/2010/package/ks_rapport_2010_en.pdf

¹² Corruption Perceptions Index 2010 Results, Transparency International at http://www.transparency.org/policy_research/surveys_indices/cpi/2010/results

According to Transparency International's Global Corruption Barometer, a survey that assesses general public attitudes toward, and experience of, corruption in countries and areas around the world, Kosovo's political parties were rated 3.8, the judiciary, 4.0, and civil servants, 3.3 (1: not at all corrupt, 5: extremely corrupt). Compared to 2010, there was a small decrease or no significant change in these ratings (political parties: 4.2, judiciary: 4.1, civil servants: 3.2.)¹³

Building onto the positive contribution to the fight against corruption made by UNDP Kosovo through this Project, while acknowledging persisting challenges, UNDP is working towards the development of a longer-term and more multi-faceted programme.

In sum, despite the successful implementation of the Project and the achievements of its outputs and objective, overall progress in terms of anti-corruption efforts in Kosovo is limited as the UNDP Early Warning/Public Pulse Reports, the European Progress Report and the Global Corruption Barometer of Transparency International reflect. This shows that there is a need for a more concerted effort in the fight against corruption with a long-term programme. The KPAC Project entailed valuable inputs that need to be built upon by complementary initiatives in order to consolidate its impact in the future. The Project supported the KAA with technical assistance for their future work, provided a basis with the KIS recommendation report to support the anti-corruption institutions in Kosovo to coordinate their efforts in the future and raised-awareness on corruption issues at the local level.

6 Project's Gender Mainstreaming Strategy

The Project was committed to mainstreaming gender into all its activities and technical assistance provided to beneficiaries during its implementation. This included incorporating gender equality priorities into advocacy and strategic planning, as well as supporting beneficiary institutions in strengthening their human resources, policies and programmes to ensure responsiveness and accountability on gender issues.

The KPAC Project acted in full conformity with UNDP's Gender Equality Strategy and UNDP's human resources and recruitment policies, and was committed to ensuring that the recruitment of consultants and project staff alike would support the advancement of intellectual leadership, knowledge management, and monitoring and evaluation on gender issues.

Out of the 20 participants of the Advisory Group meetings for the Kosovo Integrity System analysis, three were women. Moreover, close to 10% of the RFP/CFP evaluation criteria was related to the applicants' capacity and approach to address gender equality/issues throughout their assignment. In addition, out of the three candidates interviewed for the position of Senior Advisor for Conflict of Interest, two were female and one male.

¹³ See Global Corruption Barometer 2010, Transparency International, p 44 at http://www.transparency.org/policy_research/surveys_indices/gcb/2010/results and Global Corruption Barometer 2009, Transparency International, p. 29 at http://www.transparency.org/policy_research/surveys_indices/gcb/2009.

Between IPOL, HRN, and their respective partner organisations, a total of eight staff who was involved in the awareness-raising campaigns, of which three are male and five are female.

7 Lessons Learned

Institutions of Kosovo

The KAA as the main institutional mechanism for drafting and implementing the Anti-Corruption Action Plan and Strategy faces a high staff turnover hampering the implementation of daily activities of the Agency and affecting its institutional effectiveness. The departure of relatively qualified personnel is closely connected to their low salaries and affects institutional memory and the sustainability of any capacity-development activities to the KAA. The Kosovo government should be aware that the staff of this institution is crucial and better salaries are a solution of this “brain drain”.

UNDP Kosovo

As Kosovo is an environment with many actors, the lesson learned for UNDP Kosovo is that constant liaising and consultations are a prerequisite for avoiding duplication of initiatives. A flexible and adaptive approach is therefore recommended as a mitigation strategy for similar risks in the future. The Project enjoyed excellent relations with other actors in this field, and hence was able to avoid any duplication of efforts thus saving valuable resources and time. However, more impact from project activities may have been possible if closer collaboration, preferably from the respective planning stages, had taken place. This would have allowed for enhanced complementarity between projects.

Implementing partners

The use of local implementing partners worked extremely well. Choosing partners with contacts in critical areas and expertise built up over 6 years (e.g. KDI) was a tremendous force multiplier. Whilst the activities of the partners had to be closely coordinated and monitored, it was useful, for beneficiaries to deal with local organisations. The lesson learned is that, provided the necessary safeguards are in place, and a good relationship has been formed and maintained, using local implementing partners not only contributes to local capability development, but can also make implementing a project quicker, easier, more efficient and more cost-effective.

Top-down and bottom-up approach

The combination of a top-down and bottom-up approach is important in anti-corruption. Fighting corruption is a long-term effort, the results from which are difficult to measure and evaluate. All the necessary legislation and structures need to be in place, but above all, a mentality change needs to take place to sustainably decrease corruption. As such, an approach that develops capacities, structures and awareness at the governmental level, while simultaneous enhances those at the local level, is key so as to ensure that the grounds for an eventual change in people’s mentalities are set.

8 Conclusions, Recommendations and Opportunities for Follow-up

The Final Report of the Senior Advisor on Conflict of Interest clearly outlines the need and the wish of the KAA to switch to a preventive model since the establishment of the Special Prosecutor Office of Kosovo in February 2010. The Agency needs assistance in this process regarding the understanding of preventive anti-corruption functions. Any future intervention should therefore aim at capacity development after the conduct of a needs assessment for the transformation of the KAA to a full anti-corruption prevention body.

The two reports that were produced by KDI and KIPRED respectively are of great importance to Kosovo, and should be made sure they are given due attention by the necessary actors. It would be ideal if some elements of the recommendations put forward in each of the reports are followed-up on in UNDP's new anti-corruption programme that is currently under development. Public awareness raising in this field needs to be continued, but it must also be noted that such activities have been conducted in Kosovo for several years. As such, future such activities should comprehensively weigh what has worked and what not in the past in Kosovo as well as in the region and beyond, and take measure to creatively apply successful examples while introducing innovative practices. It is likely that the European Commission will begin a new anti-corruption project in the near future, and therefore it will be an opportunity for both UNDP and the EC to work closely in designing their respective projects to ensure the maximum amount of complementarity.

Given that the Project achieved its overall objective, but only had limited impact at the outcome level, a more comprehensive approach in addressing entrenched corruption in a fragmented and instable institutional environment such as the one in Kosovo is required. This approach or long-term programme would encompass the promotion of transparency and accountability of the public administration at the central and local level, increasing integrity and effectiveness of the judiciary and would enable the citizen and CSOs to function as watchdogs over corruption and mismanagement in public services. Other elements considered fundamental are to build upon the activities implemented so far – continued support to the KAA- and to work for the establishment of a relationship of trust and cooperation with other international agencies and donors.

Annexes:

1. Financial Report

Financial Reports covering period Aug 2009 – Jul 2011(in USD)

Donor	UNDP TRAC	GOV. of Japan
Opening balance	11,114.65	300,000.00
Expenditures 2011	0	32,978.17
Expenditures 2010	10,486.94	198,951.03
Expenditures 2009	627.71	41,034.23
Total Expenditures	11,114.65	272,963.43
Total Balance	0	27,036.57

1. Financial report for 2011 in USD



UN Development Programme
Report ID: ungl143a

Combined Delivery Report With Encumbrance

Page 1 of 1
Run Time: 10-08-2011 08:08:43

Selection Criteria :

Business Unit : KOS10
Period : Jan-July (2011)
Selected Award Id : 00057801
Selected Fund Code : ALL

Award Id : 00057801	Kosovo Partnership for Anti-Co	Period :	Jan-July (2011)
Project # : 00071537	Kosovo Partnership for Anti-Co	Impl. Partner :	01742 Direct Execution
		Location :	Kosovo

	Govt Disb	UNDP Disb	UN Agencies	Encumbrance	Total Exp
Fund : 32045 (JPN - Partnership Devt Pgm PCF)					
71210 - Intl Consultants-Sht Term-Supp	0.00	4,000.00	0.00	0.00	4,000.00
71305 - Local Consult.-Sht Term-Tech	6,634.16	0.00	0.00	0.00	6,634.16
71310 - Local Consult.-Short Term-Supp	5,519.06	0.00	0.00	0.00	5,519.06
71605 - Travel Tickets-International	0.00	799.45	0.00	0.00	799.45
71615 - Daily Subsistence Allow-Intl	0.00	1,668.48	0.00	0.00	1,668.48
71635 - Travel - Other	2,325.89	195.98	0.00	0.00	2,521.87
72420 - Land Telephone Charges	0.00	5.26	0.00	0.00	5.26
72705 - Hospitality-Special Events	377.79	0.00	0.00	0.00	377.79
73105 - Rent	591.33	0.00	0.00	0.00	591.33
74210 - Printing and Publications	5,280.09	0.00	0.00	0.00	5,280.09
74225 - Other Media Costs	0.00	4,768.40	0.00	0.00	4,768.40
74525 - Sundry	849.74	0.00	0.00	0.00	849.74
74599 - UNDP cost recovery chrgs-Bills	0.00	64.77	0.00	0.00	64.77
76120 - Unrealized Loss	0.00	918.12	0.00	0.00	918.12
76125 - Realized Loss	0.00	20.48	0.00	0.00	20.48
76130 - Unrealized Gain	0.00	-1,040.83	0.00	0.00	-1,040.83
Total for Fund 32045	21,578.06	11,400.11	0.00	0.00	32,978.17
Total for Project : 00071537	21,578.06	11,400.11	0.00	0.00	32,978.17

Award Total :	21,578.06	11,400.11	0.00	0.00	32,978.17
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2. Financial report for 2010 in USD



Selection Criteria :

Business Unit : KOS10
Period : Jan-Dec (2010)
Selected Award Id : 00057801
Selected Fund Code : ALL

Award Id : 00057801 Kosovo Partnership for Anti-Co	Period :	Jan-Dec (2010)
Project # : 00071537 Kosovo Partnership for Anti-Co	Impl. Partner :	01742 Direct Execution
	Location :	Kosovo

	Govt Disb	UNDP Disb	UN Agencies	Encumbrance	Total Exp
Fund : 04000 (TRAC (Lines 1.1.1 and 1.1.2))					
71305 - Local Consult.-Sht Term-Tech	10,588.95	0.00	0.00	0.00	10,588.95
71405 - Service Contracts-Individuals	1,710.18	0.00	0.00	0.00	1,710.18
72125 - Svc Co-Studies & Research Serv	0.00	-3,895.30	0.00	0.00	-3,895.30
72710 - Hospitality-Vouchered Expenses	787.55	0.00	0.00	0.00	787.55
76120 - Unrealized Loss	0.00	2,211.12	0.00	0.00	2,211.12
76130 - Unrealized Gain	0.00	-925.56	0.00	0.00	-925.56
Total for Fund 04000	13,086.68	-2,599.74	0.00	0.00	10,486.94
Fund : 32045 (JPN - Partnership Devt Pgm PCF)					
71205 - Intl Consultants-Sht Term-Tech	0.00	82,884.13	0.00	0.00	82,884.13
71305 - Local Consult.-Sht Term-Tech	8,477.59	0.00	0.00	0.00	8,477.59
71405 - Service Contracts-Individuals	8,887.48	8,072.96	0.00	0.00	16,960.44
71605 - Travel Tickets-International	0.00	1,011.86	0.00	0.00	1,011.86
71635 - Travel - Other	0.00	497.71	0.00	0.00	497.71
72120 - Svc Co-Trade and Business Serv	0.00	320.62	0.00	0.00	320.62
72125 - Svc Co-Studies & Research Serv	0.00	49,264.19	0.00	0.00	49,264.19
72155 - Svc Co-Public Admin, Politics	0.00	2,530.12	0.00	0.00	2,530.12
72420 - Land Telephone Charges	0.00	14.36	0.00	0.00	14.36
72425 - Mobile Telephone Charges	0.00	38.07	0.00	0.00	38.07
72440 - Connectivity Charges	0.00	541.01	0.00	0.00	541.01
72445 - Common Services-Communications	0.00	575.21	0.00	0.00	575.21
72505 - Stationery & other Office Supp	0.00	90.10	0.00	0.00	90.10
72610 - Micro Capital Grants-Credit	0.00	11,313.96	0.00	0.00	11,313.96
72615 - Micro Capital Grants-Other	0.00	8,766.95	0.00	0.00	8,766.95
72705 - Hospitality-Special Events	2,578.26	0.00	0.00	0.00	2,578.26
72710 - Hospitality-Vouchered Expenses	930.53	0.00	0.00	0.00	930.53
73105 - Rent	2,783.35	419.36	0.00	0.00	3,202.71
73110 - Custodial & Cleaning Services	0.00	64.46	0.00	0.00	64.46
73120 - Utilities	0.00	684.59	0.00	0.00	684.59
73125 - Common Services-Premises	0.00	47.84	0.00	0.00	47.84
73405 - Rental & Maint-Other Office Eq	0.00	21.02	0.00	0.00	21.02
74210 - Printing and Publications	3,837.82	174.97	0.00	0.00	4,012.79
74220 - Translation Costs	111.79	444.30	0.00	0.00	556.09
74510 - Bank Charges	0.00	55.92	0.00	0.00	55.92
74525 - Sundry	199.76	13.03	0.00	0.00	212.79
74599 - UNDP cost recovery chrgs-Bills	0.00	433.24	0.00	0.00	433.24
75705 - Learning costs	0.00	89.12	0.00	0.00	89.12
76120 - Unrealized Loss	0.00	2,950.16	0.00	0.00	2,950.16
76125 - Realized Loss	0.00	2,449.47	0.00	0.00	2,449.47
76130 - Unrealized Gain	0.00	-2,468.58	0.00	0.00	-2,468.58
76135 - Realized Gain	0.00	-135.70	0.00	0.00	-135.70
Total for Fund 32045	27,806.58	171,144.45	0.00	0.00	198,951.03
Total for Project : 00071537	40,893.26	168,544.71	0.00	0.00	209,437.97
Award Total :	40,893.26	168,544.71	0.00	0.00	209,437.97

3. Financial report for 2009 in USD



UN Development Programme
Report ID: ungl143a

Combined Delivery Report With Encumbrance

Page 1 of 1
Run Time: 11-08-2011 09:08:43

Selection Criteria :

Business Unit : KOS10
Period : Jan-Dec (2009)
Selected Award Id : 00057801
Selected Fund Code : ALL

Award Id : 00057801 Kosovo Partnership for Anti-Co	Period : Jan-Dec (2009)				
Project # : 00071537 Kosovo Partnership for Anti-Co	Impl. Partner :	01742 Direct Execution			
	Location :	Kosovo			
	Govt Disb	UNDP Disb	UN Agencies	Encumbrance	Total Exp
Fund : 04000 (TRAC (Lines 1.1.1 and 1.1.2))					
76120 - Unrealized Loss	0.00	627.71	0.00	0.00	627.71
Total for Fund 04000	0.00	627.71	0.00	0.00	627.71
Fund : 32045 (JPN - Partnership Devt Pgm PCF)					
71205 - Intl Consultants-Sht Term-Tech	0.00	16,418.57	0.00	0.00	16,418.57
71405 - Service Contracts-Individuals	0.00	2,908.23	0.00	0.00	2,908.23
71605 - Travel Tickets-International	0.00	3,902.96	0.00	0.00	3,902.96
71620 - Daily Subsistence Allow-Local	0.00	2,500.71	0.00	0.00	2,500.71
71635 - Travel - Other	0.00	130.09	0.00	0.00	130.09
72705 - Hospitality-Special Events	0.00	7,521.08	0.00	0.00	7,521.08
73410 - Maint, Oper of Transport Equip	0.00	617.47	0.00	0.00	617.47
73505 - Reimb to UNDP for Supp Svcs	0.00	55.05	0.00	0.00	55.05
74210 - Printing and Publications	0.00	3,532.32	0.00	0.00	3,532.32
74220 - Translation Costs	0.00	1,882.53	0.00	0.00	1,882.53
74230 - Audio & Visual Equipment	0.00	271.09	0.00	0.00	271.09
74510 - Bank Charges	0.00	255.41	0.00	0.00	255.41
74525 - Sundry	0.00	66.42	0.00	0.00	66.42
74569 - UNDP cost recovery chrgs-Bills	0.00	7.95	0.00	0.00	7.95
76120 - Unrealized Loss	0.00	837.50	0.00	0.00	837.50
76125 - Realized Loss	0.00	66.85	0.00	0.00	66.85
Total for Fund 32045	0.00	41,034.23	0.00	0.00	41,034.23
Total for Project : 00071537	0.00	41,661.94	0.00	0.00	41,661.94
Award Total :	0.00	41,661.94	0.00	0.00	41,661.94

2. PR Material

Project Signing Ceremony (September 2009)

A signing ceremony for the project was held in September 2009 on UNDP premises. Mr Tatsuhiko Ichihara from the Embassy of Japan in Vienna was present, along with Mr Hasan Preteni, Director of the Kosovo Anti-Corruption Agency and Parviz Fartash, UNDP Kosovo Director. Media interest in this project was very high, as can be seen in the pictures below.





Balkan Anti-Corruption Conference (November 2009)

A regional roundtable was held in Pristina, with representatives from 7 regional countries participating. The below folder and a notebook with the flag of Japan was distributed to all participants, including the media. Media interest was high.





Public Awareness Raising Roundtables

A series of roundtables were held throughout Kosovo to stimulate debate on anti-corruption at the local level. Media interest was also high, and the GoJ was promoted at each roundtable. Some examples can be found below.



(in Gjakovë/Đakovica)



(in Gjilan/Gnjilane)

Anti-Corruption Awards, 2009, 2010:



(Deputy UNDP Kosovo Director, Mr. Kondo presenting the Anti-Corruption Journalism Awards 2009)



(Anti-Corruption Journalism Award Ceremony 2010)

(PR Advert for the Anti-Corruption Journalism 2010)

Kosovo Integrity System Assessment Report, 2011 (<http://www.kdi-kosova.org/publications/NIS2011en.pdf>):



(Launch conference, Grand Hotel, Pristina)