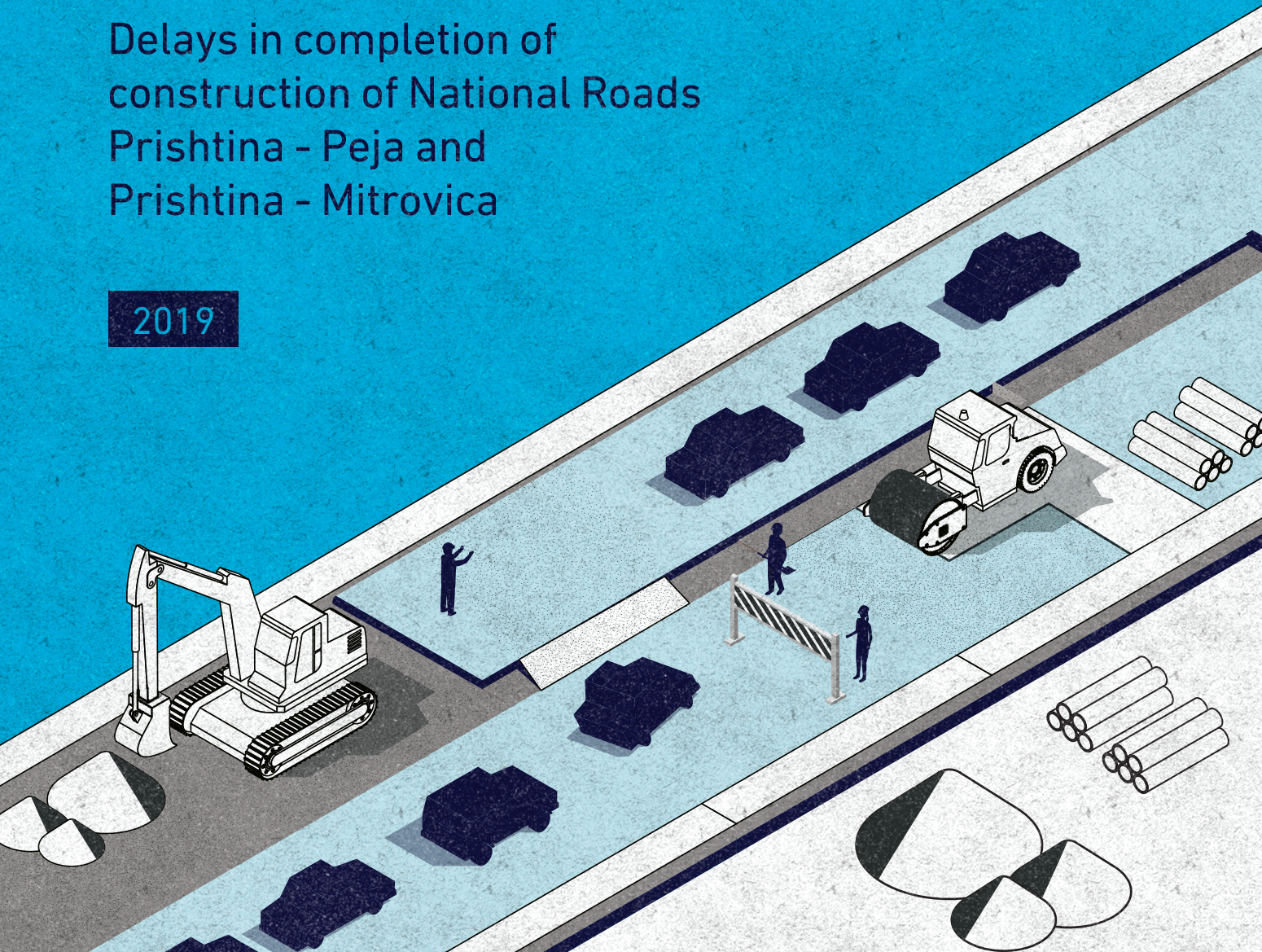
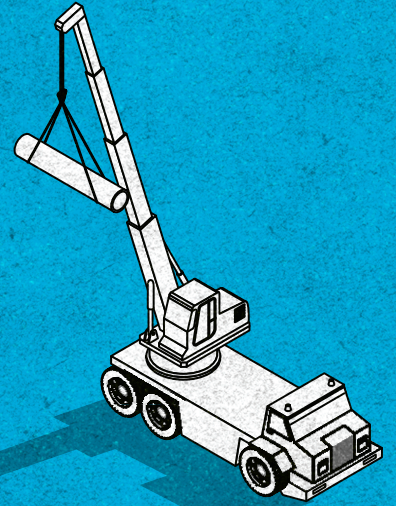


ENDLESS ROADS

Delays in completion of
construction of National Roads
Prishtina - Peja and
Prishtina - Mitrovica

2019



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Author: Fjolla Uka

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EXECUTIVE SUMMARY

Contract management is the most challenging and the least monitored section of public procurement. This fact is also mentioned in the recent European Commission Report on Kosovo.¹

Kosovar taxpayers are constantly witnessing prolonged and poor quality public projects. Consequently, the public has never been informed whether any economic operator was ever penalized for negligence, or any official penalized for failing to perform their official duties effectively. This highlights the lack of transparency of institutions, specifically in relation to project delays, but also in the management of public contracts in general.

The prolongation of works on two major projects under the supervision of the Ministry of Infrastructure, namely the expansion of the Prishtina - Peja and Prishtina - Mitrovica Roads are a prime example of this problem. The expansion of these two roads of national interest began in 2007, and 12 years later both are unfinished.

The main reason for the prolongation of works in these two projects is the expropriation of private property. However, other reasons should not be overlooked in this context, such as: financial conditions (projects were developed only when budget was allocated), technical challenges in implementing projects, such as deficiencies in project design and expropriation process, resulting in additional works than originally contracted, as well as residents' demands for changes in projects and the lack of professionalism within companies engaged in road construction.²

The citizens are the ones who suffered the consequences of these delays. The number of citizens who frequent these roads on a daily basis is high. For 12 years, they have faced the long traffic queues and roads under construction, what translates into financial costs and waste of the most valuable resource - time.

In 2009, a road strategy and action plan³ was drafted, which included analysis of potential road investments and a development program for the next 20 years, based on previous studies. The plan contains a proposal list of potential projects where intervention is needed in order to improve the existing road network connectivity. In the list of projects in this plan were also the sections that are part of the roads Prishtina - Peja and Prishtina - Mitrovica. Except for this document, KDI could not secure any specific document in the form of a master plan (a broader project plan as a whole that would include details of the starting and finishing period of the works including the cost for each road segment separately and for the entire project as a whole) developed by the Ministry of Infrastructure in regards to these two projects.

Most of the work under these two projects was completed beyond the defined deadline. The Ministry of Infrastructure has proceeded with road construction works parallel to the expropriation process, and has thus allowed problems with expropriation result in severe stagnation in the works.

According to KDI's information, there is only one case where the Ministry of Infrastructure has terminated a contract concluded with a contracting company, as a punitive measure for delay of works. On the other hand, because of its failure to provide proper working conditions to the construction companies, the Ministry of Infrastructure was in risk of being sued by these companies for additional costs (e.g. labour salaries), and lost profits because of the impossibility to operate in accordance with the deadlines set out in the contract. KDI has only been made aware of one case, in which a company sued the Ministry for additional costs as a result of failing to secure proper working conditions.

The phenomenon of annex contracts has been largely present during the development of these projects due to the need for additional unplanned work. KDI came across many letters submitted to the Ministry by construction companies claiming to have found deficiencies in projects/measurement submitted

1 <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20190529-kosovo-report.pdf> fq.64
2 <https://www.botasot.info/kosova/499135/zharku-rruget-rajonale-te-sterzgjatura-do-te-perfundojne-ne-2016>
3 http://www.kryeministri-ks.net/repository/docs/Strategjia_multimodale_e_transportit_dhe_Plani_i_Veprimit.pdf





The Ministry of Infrastructure has proceeded with road construction works parallel to the expropriation process, and has thus allowed problems with expropriation result in severe stagnation in the works.

by the Ministry and requesting from the Ministry⁴ the approval of additional works than those envisaged. Such finding is also part of the 2018 Audit Report, which recommended that accurate measurements should be made prior to project design so that there would be no need to redo a project and/or perform additional work.⁵ The high need for annex contracts is an indication of the inaccuracy and unprofessionalism of the companies engaged by the Ministry in advance to design the project. On the other hand, this may raise suspicions for manipulations by intending to take advantage of the provision that allows conclusion of an annex contract of up to 10% of the total value of the contract.

In these two particular roads' segments, a factor that has contributed to postponing of the work interventions was the delay in securing external funding. The Government of Kosovo, in order to fund the works in these two segments, has concluded loan agreements with international financial institutions. However, according to officials of the Ministry of Infrastructure, due to the administrative procedures required by the lenders, the start of these projects has been delayed. While work has begun in the Lumi i Madh - Smrekovica segment (Pristina - Mitrovica road segment), for the Kijevo - Zahaq segment (Pristina - Peja road segment), the call for tender has not yet been published, although the preparations are finalized.

Referring to the nature and recurrence of problems in these two projects and problems that were present in most infrastructure projects implemented by all governments so far, KDI recommends that, prior to commencement of infrastructure projects involving expropriation, the Ministry of Infrastructure should wait until the completion of the expropriation process is done, before beginning with the implementation of the project.

As the designing of projects and the expropriation procedure are important processes of starting a project, the Ministry of Infrastructure should select the most qualified companies to carry out these tasks and hold them accountable for deficiencies in their final products that they submit. In order for the projects to be implemented as planned, the Ministry of Infrastructure should pay more attention to the contract management process and take actions in cases of project delays. Above all, the Ministry of Infrastructure must increase transparency and be as accountable as possible to the public regarding its work.

⁴ The Ministry of Infrastructure contracts companies to design construction projects. On the basis of their designs, the construction companies that are awarded the tenders carry out the works for which they have been contracted.


⁵ Ministry of Infrastructure audit report for the year ended in December 31, 2018. Available at: http://www.zka-rks.org/wp-content/uploads/2019/06/Raporti-i-auditimit-MINF-2018_shqip.pdf.








METHODOLOGY AND TRANSPARENCY


FOR THE REALIZATION OF THIS REPORT, KDI WAS BASED ON:

 Public data available on the e-procurement platform ("e-prokurimi") (<https://e-prokurimi.rks-gov.net>)

 Documents obtained through requests for access to public document

 Field observation

 Interviews with institutional actors and businesses

 Electronic and print media articles

KDI research shows that the Ministry of Infrastructure is largely non-transparent regarding its projects, especially by denying access to public documents and information to interested groups.

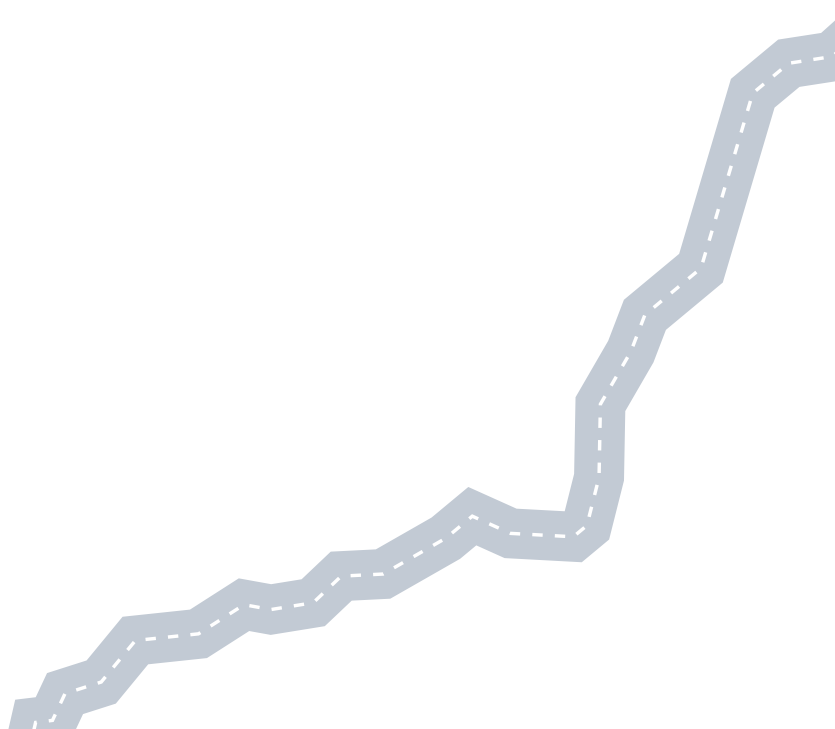
KDI has cooperated with the Procurement Office of the Ministry of Infrastructure and the Department of Road Infrastructure to secure the necessary documents. The documents provided upon our requests for access to public documents are insufficient and incomplete. The justification of the Ministry of Infrastructure for the incomplete, unordered files and lack of documents is that the projects were old, and also that the staff changed frequently. In the meantime, KDI has not managed to secure state budget expenditure documents for these two projects, therefore we attached to this report a chart that presents budget allocations for these two projects under the Law on Budget.

KDI has not managed to secure reports of the contracts for 2008-2016 either. The report on signed contracts is a list of contracts that were signed during one year, which contains for each contract, the details such as, date of signing, duration of the contract etc. Delays in the implementation of contracts could be established based on these reports. It is worrying that the above mentioned documents are not in possession of the procurement office of the Ministry of Infrastructure. KDI could not secure them from the Public Procurement Regulatory Commission (PPRC) either. Both institutions said that access to these documents was impossible, due to their oldness or frequent staff movements





The documents provided upon our requests for access to public documents are insufficient and incomplete. The justification of the Ministry of Infrastructure for the incomplete, unordered files and lack of documents is that the projects were old, and also that the staff changed frequently.



PRISHTINA – PEJA ROAD (N9)

Pejë



The expansion of Prishtina - Peja road, with a length of 84 km has started since 2007 (Fushe Kosove - Gjurgjica segment). On most of the sections of this road the works have been completed (the last contract was completed in the summer of 2019). The Kijevo-Zahaq segment, with 32 km length, remains unfinished.

In almost every segment, works were not carried out as planned, as there were significant delays. The blame for the delay in the execution of works is placed on the Ministry of Infrastructure, which has not provided the appropriate working conditions for the construction companies. Firstly, because construction tenders were awarded before the completion of the expropriation process, causing thus problems for the construction companies, because the owners of the expropriated parcels did not allow works to be developed on their properties before reaching a final expropriation agreement. One such case occurred in Peja, where the works were subject to the Municipality's property dispute with the Kosovo Railways.⁶ Secondly, deficiencies in projects submitted by the Ministry of Infra-

structure forced construction companies to change projects, which then took time until approved by the Ministry. This procedure results in additional work and extension of project completion term.

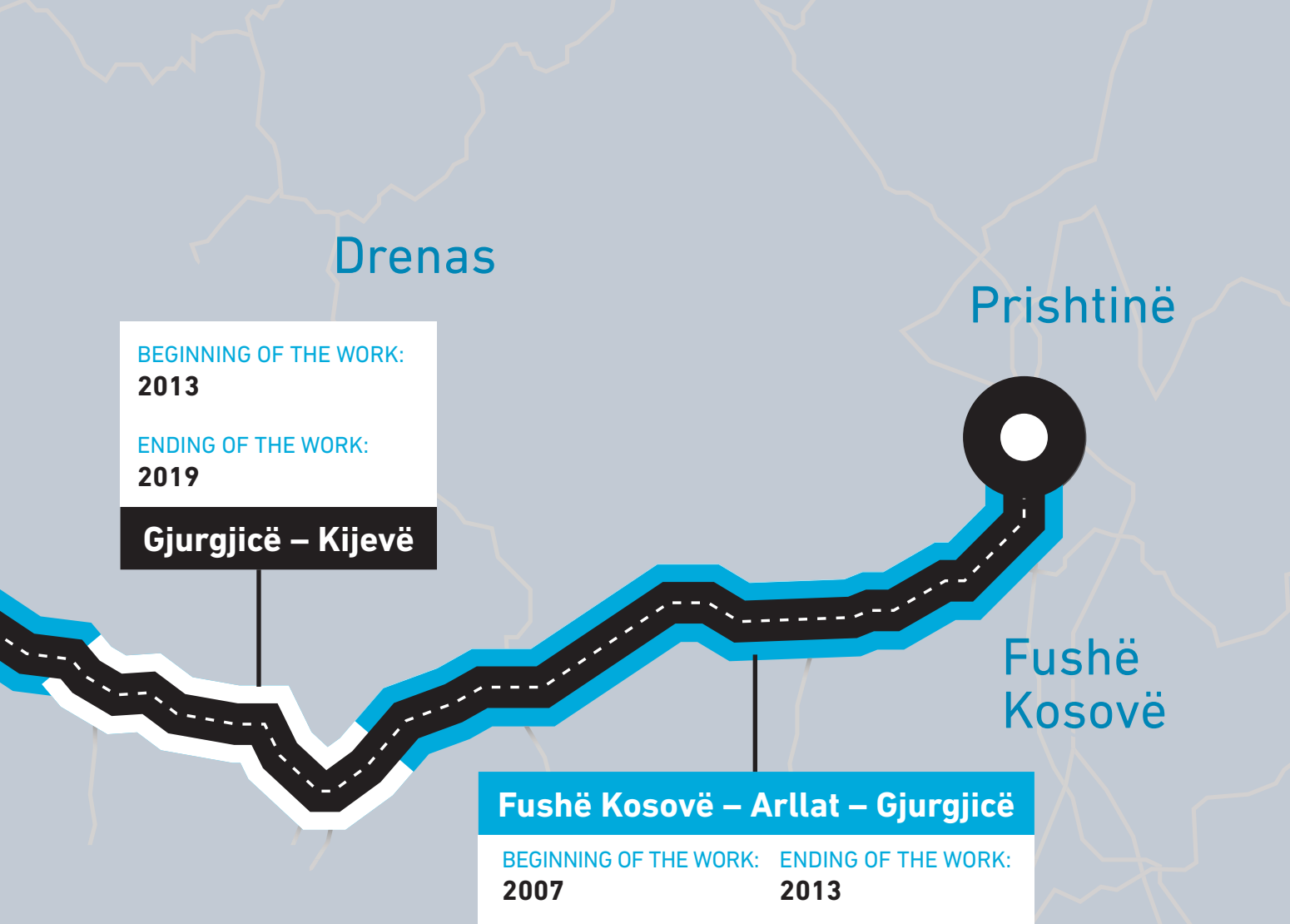
There were cases when companies complained that the Ministry of Infrastructure had delayed processing of their applications for additional work, and as a result, the work remained blocked. Another problem faced by the workers of the construction companies while working on this road was the electric poles installed on the road, the removal of which was delayed by KEDS.⁷

The works for the expansion of the first segment of Fushe Kosove-Arllat-Gjurgjica road started in 2007 and ended in 2013. The other segment, from Gjurgjica to Kijeva, is divided into three parts, whereas the works were contracted by mid-2013 and completed in 2017, respectively 2019 (a part of the Gjurgjica-Lozica road was completed in 2019).

Work has also been done on the segment from Kijeva,

⁶ <https://kallxo.com/kronike/bulevardi-gjelber-fut-ne-bela-komunen-e-pejes-hekurudhat/>

⁷ <https://www.koha.net/arberi/47016/shtyllat-dhe-shpronesimi-pengojne-zgjerimin-e-rruges-prishtine-peje-ne-zahaq/>



at the entrance to Peja, where three sections have been completed. Works commenced by the end of 2014 while they were completed at the end of 2018. These roads were inaugurated on November 29, 2018.⁸

For the Klina - Peja (Kijevo - Zahaq Highway) segment, loan agreements have already been signed, with the EBRD⁹ at the end of 2017 and with the European Investment Bank¹⁰ at the beginning of 2018. In a 2018 announcement, the Minister of Infrastructure Pal Lekaj, said that the construction of Kijevo-Zahaq highway would begin in late spring 2018¹¹, but that did not happen. At a press conference in February 2019, Minister Lekaj announced that the final project for the Kijevo-Zahaq Highway had been completed

and that the tender for the construction of this road would be announced soon.¹² However, that has not happened so far. Such statements reveal the ministry's irresponsibility in relation to taxpayers. It was decided that there would be no constructions in the existing track, but instead, the highway was going to be constructed in a new track. On the other hand, EUR 71 million was borrowed from the EBRD and EUR 85 million from the European Investment Bank for this project. The rest will be funded by the state budget.

The following table shows the details of each contract (those of which) signed for the Pristina - Peja Road Expansion Project.

8 The road inauguration ceremony on November 29, 2019, available at: <https://www.youtube.com/watch?v=7fBZ0GUJdo8>
 9 <https://gzk.rks-gov.net/ActDetail.aspx?ActID=16265>, and in the form of news in the media: <https://kallxo.com/nenshkruhet-marreshja-per-hua-per-nder-timin-e-autostrades-kijeve-zahaq/>
 10 <https://www.koha.net/arberi/96064/banka-evropiane-per-investime-ndan-80-milione-euro-autostraden-prishtine-ndash-peje/>
 11 <https://indeksonline.net/autostrada-prishtine-peje-perfundon-ne-kete-periudhe/>
 12 <http://www.mit-ks.net/sq/lajme/projekti-final-per-autostraden-kijeve--zahaq-eshte-gati-per-implementim>

TABLE 3**DETAILS OF PROJECTS
IMPLEMENTED ON
PRISHTINA - PEJA ROAD**

PROJECT	SIGNING OF THE CONTRACT	ANNEX
Gjurgjicë – Llozicë Road expansion, Lot 1	10.06.2013	1
Llozicë – Mleqan Road expansion , Lot 2	23.07.2013	1
Mleqan – Kijevë Road expansion, Lot 3	07.08.2013	1
Construction of the bridge in Balincë	09.07.2018	No data
Construction of the bridge in Llozicë ¹³	09.06.2016	No data
Kline-Pejë Road expansion, Lot 5	22.09.2014	2
Kline-Pejë Road expansion, Lot 6	17.10.2014	2
Expansion of the road at Peja city entrance	No data	No data
Expansion of N9 National Road, Klina - Peja Segment: profiles, sewage, pedestrian traffic lights and construction of three roundabouts	08.11.2018	No data
Construction of green roundabout (Green Boulevard) on National Road N9 (Peja entrance)	17.03.2017	No data

13 Related to this project, the Ministry of Infrastructure terminated a contract with a construction company because of their failure to perform their work in timely manner.

OBSTACLES AT WORK**DEADLINE FOR
COMPLETION OF
WORKS****WORK COMPLETED**

Expropriation, requests by residents for connecting road/s	490 working days	July 2019
No data	No data	14.08.2017
Expropriation, requests by residents for an underpass	185 working days	October 2017
No data	115 working days	21.06.2019
No data	06.12.2017	01.06.2017
Expropriations, electric poles on the track	405 working days	08.10.2018
Expropriations, electric poles on the track	No data	No data
Expropriation, failure to dislocate the Power system grid	110 working days	291 days
No data	120 working days	No data
Expropriation	175 working days	No data

PRISHTINA – MITROVICA ROAD (N2)

The initial works on this road date back to 2009 (when the Prishtina-Miloshevë segment works started). It has been over 10 years since the project and the expansion of this road commenced, yet it is not entirely completed. There are only about 15 km of roads on which work has been done, particularly the part from Prishtina to the Lumi i Madh village. Meanwhile, works are underway in two segments (Lumi i Madh - Mitrovica and Nadakoc - Smrekonicë).

Works on this road were characterized with delays¹⁴. There are cases when, although contracts are signed, one¹⁵ or two¹⁶ years later, the works have not yet started.

The main problem that has emerged in the process is that of expropriation of private parcels whose owners have demanded that compensation be completed first in order to allow the project to be carried out¹⁷. Construction companies as well have had requests for improvement of plans submitted by the Ministry of Infrastructure, as they contained shortcomings, which increased the need for additional work, beyond that contracted and beyond the annex contracts.

On the road Prishtina – Mitrovica, the works started in 2009-2010 in the segment Prishtina - Crossroad M2-R120 (Milosheva) and they were divided into two parts. In one part, works were completed in 2012, while in the other part there were delays, thus works were completed in 2015.

The other segment of this road, Milosheva - Vushtrri (Lumi i Madh), started in 2013 and was divided into three parts. Work on this segment was completed in 2015 in the village of Lumi i Madh. In a press interview in January 2016, Minister Lutfi Zharku announced that the delay was caused because of property problems (compensation).¹⁸

The Ministry of Infrastructure has collaborated with the Saudi Fund for Development¹⁹, the OPEC Fund for International Development (OFID)²⁰ and the Islamic Development Bank (IDB) to finance the construction of the last section of the road, the Lumi i Madh - Mitrovica segment. This road will not be constructed in the existing track, but as a new road. Loan agreements with these organizations date back in 2013-2014, while the Government of Kosovo is obliged to begin repaying debts to these organizations at the end of 2018 and early 2019, in accordance with the abovementioned agreements. Meanwhile, works in this segment have begun in June 2018 and early 2019, while in one of the three sections of this segment (the part from Smrekonica to Mitrovica), work has not started yet, as the loan agreement is expected to be finalized.²¹

The Ministry of Infrastructure has also begun its works on the Nadakoc - Smrekonicë segment, passing through Vushtrri (as the section through Lumi i Madh in Mitrovica is a new road and is diverted from the town of Vushtrri). This project does not fall under the budget code of the project for the expansion of Prishtina - Mitrovica road. The contracts were signed at the beginning of 2018 and the segment is divided into three parts, planned to be completed in 2019. Works on the two segments are being carried out with low intensity, whereas in one of them, the work has not yet started.

Vushtrri Municipality officials said they have filed requests for changes to actual projects, but the Ministry of Infrastructure ignored them.

The following table shows the details of each contract signed in regards to the project of Prishtina - Mitrovica road expansion.

14 <https://klankosova.tv/lekaj-u-kerkon-falje-qytetareve-per-vonesat-ne-rrugen-milloseve-mitrovice/>

15 This case is about the project: Construction of the national road N2, Nadakoc-Smrekonicë, Lot 2

16 This case is about the project: Construction of the national road N2, Nadakoc-Smrekonicë, Lot 1

17 <https://telegرافي.com/rruga-prishtine-mitrovice-problem-shpronesimi/>

18 <https://www.botasot.info/kosova/499135/zharku-rruget-rajonale-te-sterzgjatura-do-te-perfundojne-ne-2016/>

19 <https://gzk.rks-gov.net/ActDetail.aspx?ActID=11210>

20 <https://gzk.rks-gov.net/ActDetail.aspx?ActID=11207>

21 Meeting with the Head of the Project Implementation Unit "Prishtina-Mitrovica Road Expansion", on 08.07.2019.

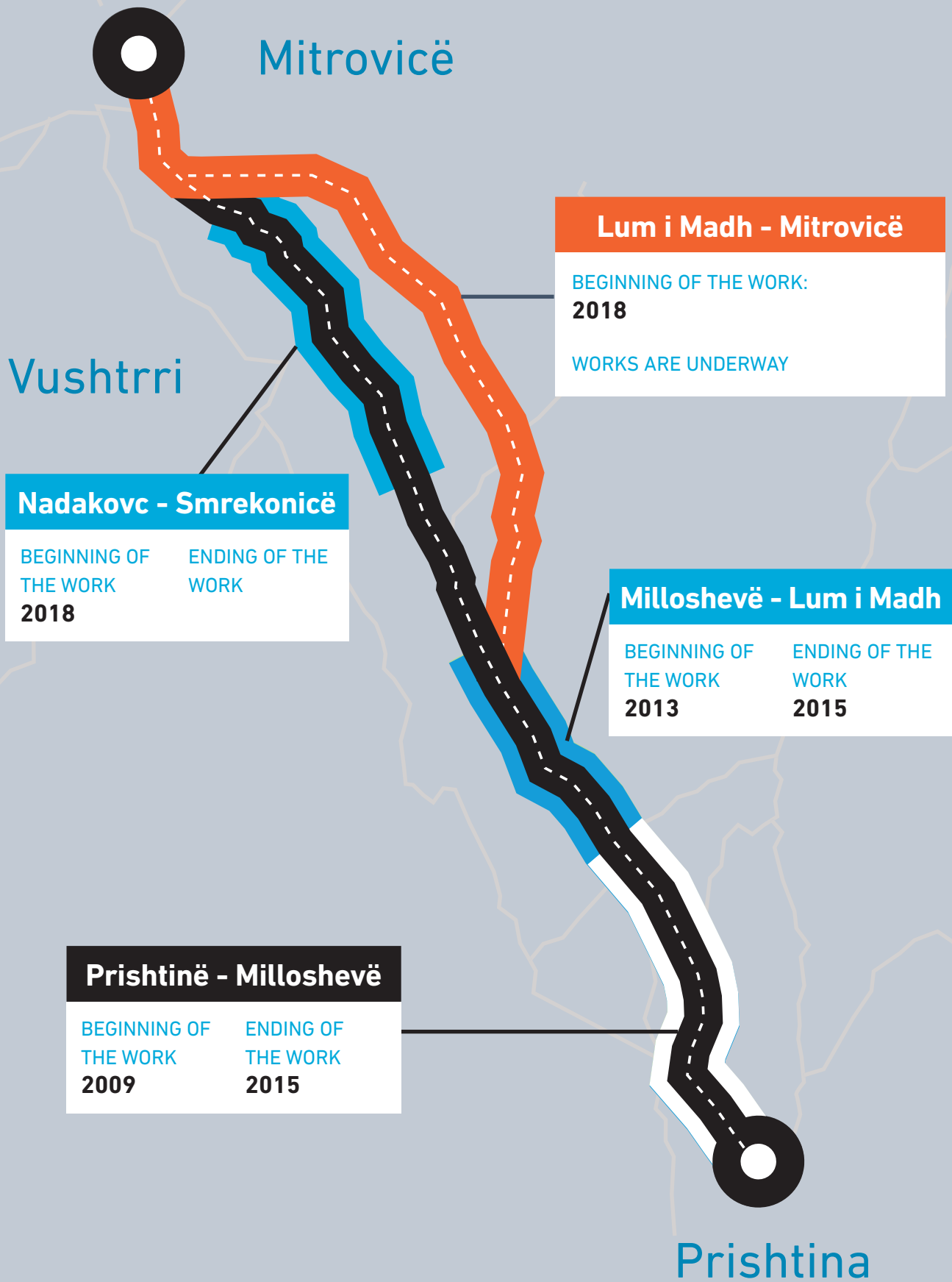


TABLE 4**DETAILS OF SOME OF THE
PROJECTS IMPLEMENTED ON
PRISHTINA – MITROVICA ROAD**

PROJECT	SIGNING OF THE CONTRACT	ANNEX
Expansion of the national road, segment Pristina - Intersection M2-R120 (Miloshevë), Lot 4	27.07.2009	1
Expansion of the national road, segment Pristina - Intersection M2-R120 (Miloshevë), Lot 5	2010	No data
Expansion of the national road, Miloshevë-Vushtrri, Lot 1	31.05.2013	No data
Expansion of the national road, Miloshevë-Vushtrri, Lot 2	28.06.2013	2
Expansion of the national road, Miloshevë-Vushtrri, Lot 3	28.06.2013	1
Construction of underpasses in the village of Stanoc – Lum i Madh, in the segment Miloshevë - Vushtrri	07.08.2013	1
Construction of road Nadakocv - Smrekonicë, Lot 1	19.01.2018	No data
Construction of road Nadakocv – Smrekonicë, Lot 2	05.06.2018	No data
Construction of road Nadakocv – Smrekonicë, Loti 3	19.01.2018	No data
Construction of road Nedakocv - Smerkonicë-Vushtrri, the segment from Emona to the traffic light	26.01.2017	1
Construction of road Lum i Madh – Gojbulë, Lot 1	22.03.2019	No data
Construction of road Gojbulë – Smrekonicë, Lot 2	June 2018	No data
Construction of road Smrekonicë – Mitrovicë, Lot 3	Not commenced	Not commenced

OBSTACLES AT WORK**DEADLINE FOR
COMPLETION OF
WORKS****WORK COMPLETED**

Expropriations	180 working days	09.12.15 (530 working days)
No data	No data	2012
No data	No data	No data
Expropriation	247 working days	06.10.2015 (247+95 working days)
Expropriation	340 working days	28.10.2015 (342 working days)
No data	200 working days	26.09.2014 (140 working days)
No data	110 working days	Work not commenced
No data	200 working days	On-going
No data	224 working days	On-going
Expropriation	01.08.2017 (180 working days)	No data
Expropriation	2 years	On-going
No data	2 years	On-going
Not commenced	Not commenced	Not commenced



WHY DO EXPROPRIATIONS “DELAY” PROJECTS?

Since the main reason for the delay of national road works is closely related to the land expropriation process, this section will briefly expand on the expropriation process.

The process of expropriation of private property for the public interest is regulated by the Law on Expropriation of Immovable Property.²² The Government as an Expropriation Authority issues preliminary and final decisions on expropriation. The preliminary decision, according to the law is issued up to 80 days after the request for expropriation is sent to the Expropriating Authority. Following the preliminary decision, the Expropriating Authority has a 12-month period for the final decision on whether or not to accept the expropriation request.

The amount of compensation for expropriation set out in the Final Decision shall be paid in full within two years from the date the Decision enters into force. Persons who are owners or possessors of the expropriated property will not be obliged to vacate the property until 10 or 20 calendar days after the compensation specified in the final decision has been completed.

During the expropriation process there may be complaints from the owners of the properties being expropriated and thus the process is prolonged until the final court decision.

Most common problem faced by MESP is Expropriation elaborate with mistakes.²³ Elaborates are drafted by companies contracted by the Ministry of Infrastructure and as such are submitted to the Department for Expropriation within MESP. Requests for correcting Expropriation Elaborates addressed to the Ministry of Infrastructure may not be handled for a long time due to the negligence of officials or due to the fact that the Ministry of Infrastructure does not have a contract with any company that could correct the potential mistakes in existing Expropriation Elaborates; thus, the whole process is delayed.

22 Law No. 03 / I-139 on Expropriation of Immovable Property, available at: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2636>.

23 Based on the meeting with the Director of the Department for Expropriation within MESP held on 02 August 2019



CONCLUSION

Ministry of Infrastructure remains largely non-transparent in relation to the projects it develops both in the aspect of public information on project details and access to public documents and information for interested groups.

Ministry of Infrastructure commenced both these projects without presenting a prior plan (at least KDI is not aware of these plans) of the project in entirety, whereby foreseeing the time limits for starting and ending the works and other details for each segment separately and the project in entirety.

Ministry of Infrastructure, according to its practice, commences works before the expropriation process is completed. Then, due to the duration of the expropriation process, as well as potential mistakes in expropriation elaborates that need to be corrected, infrastructure projects exceed the deadlines foreseen by the Ministry.

Designing of projects and expropriation elaborates remain a challenge for the Ministry of Infrastructure. Gaps in project design result in problems during project implementation. Almost all contracts that the Ministry has concluded with companies for road construction on these two projects have resulted in the need for concluding annexes to the contracts. This is a consequence of mismatch between the project on paper and situation on the ground. Gaps in designed projects result from the fact that the designing companies, contracted by the Ministry of Infrastructure, do not conduct field visits to perform the necessary measurements and the Ministry has no mechanism for controlling the quality of products provided by the contractors.

Contract management is the phase which is given the least importance and is the least monitored. The Ministry has no list of contracts in force or information on the progress of contracted works. Having such records, the Ministry of Infrastructure would track potential delays of contractors and impose penalties when delays result from their negligence.



RECOMMENDATIONS

- Ministry of Infrastructure should increase the transparency and be more accountable towards the public as regards to the projects it implements. In this context, the citizens should be informed of the projects. This may be done by publishing the information related to the project of ministry in order for the citizens to be informed of project details and time limits within which those projects should be implemented.
- Ministry of Infrastructure should ensure prior comprehensive planning for these two projects, whereby foreseeing the project implementation process (for each segment separately) in terms of time, finances and works progress.
- Ministry of Infrastructure should consider the process of expropriation of private properties when developing road infrastructure projects. Ministry should not commence the project implementation before the expropriation process is completed as various problems may arise during this process, which have an impact on works progress (e.g. owners of expropriated properties who do not agree with the compensation amount set by the Government and they hamper the work of the contracted company in order to have their demands fulfilled).
- Ministry of Infrastructure should be more responsible and ensure working conditions for the companies it contracts, as due to the inability to execute their works, they may sue the Ministry for additional expenses and lost profit.
- Ministry of Infrastructure should increase supervision on the final phase of public procurement related to the contract management. Contract managers and technical acceptance commission should be held accountable for their work. Records on contracts in force should be kept and potential delays in executing works by companies should be monitored. When delays in contract implementation are evident, construction companies should be penalized in compliance with the contract.
- Ministry of Infrastructure should be careful when selecting companies for designing projects and Expropriation Elaborates. It should consider the possibility to establish a unit that would check the documentation of contracted companies in order to avoid problems/needs for changes during the project implementation process.
- Inter-institutional cooperation between the Ministry of Infrastructure and Ministry of Environment and Spatial Planning should be strengthened in order to avoid problems during the expropriation process, in order for the process to be completed as soon as possible.
- Aware of ongoing failures in contract management at the level of Contracting Authorities, it is more than necessary to have an independent supervision level in order to increase the supervision and assure quality. On this occasion, we recommend that the Public Procurement Regulatory Commission (PPRC) be conferred the responsibilities related to the monitoring of contract management.



ANNEX

Table below shows the budget allocation for these two projects since 2007.

TABLE 1

Budget allocation over the years for the project
"Rehabilitation of Prishtina – Peja Road"

Year	2007	2008	2009	2010	2011	2012	2013
New	3,000,000€	13,900,000€	22,541,485€	33,000,000€	0	0	0
Continuing from the previous year	0	2,464,993€	3,000,000€		8,856,782€	7,475,615€	9,056,038€

Year	2014	2015	2016	2017	2018	2019
New	0	0	0	0	0	0
Continuing from the previous year	13,000,000€	5,000,000€	3,000,000€	5,066,105€	4,084,680€	1,500,000€
Investment clause	-	-	-	-	37,000,000€	45,000,000€

TABLE 2 Budget allocation over the years for the project
"Rehabilitation of Prishtina – Mitrovica Road"

Year	2007	2008	2009	2010	2011	2012	2013
New		8,000,000€	9,700,000€	13,900,000€	0	0	14,313,768€
Continuing from the previous year	0	0	3,000,000€		3,649,816€	2,4311,888€	0

Year	2014	2015	2016	2017	2018	2019
New	0	0	0	0	0	0
Transferred/ KB	8,400,000€	3,900,000€	1,495,243€	2,096,272€	6,000,000€	2,320,815€
Transferred / Borrowing	11,600,000€	20,100,000€	14,700,000€	9,000,000€	12,000,000€	23,000,000€
Transferred / KPA					1,000,000€	
Investment clause	-	-	-	-	-	-

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KDI is a Non-Governmental Organization (NGO) engaged to support democracy development by involving citizens in public policy-making and strengthening civil society sector, with the aim to impact the increase of transparency and accountability by public institutions.

For more information on the KDI please visit www.kdi-kosova.org

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