

# **RAI Work Plan 2018 – 2020**

*We look for better solutions together*

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## **Acknowledgments**

RAI Work Plan 2018-2020 represents a compilation of national needs, regional demands and international commitments. Its intention is to inform wider anti-corruption community and all the stakeholders of RAI's strategic direction and actions.

The Work Plan 2018 -2020 is a product of joint efforts of RAI Secretariat and the representatives of its member countries and observer countries. Their continued presence in Secretariat's work is invaluable.

RAI Secretariat also wishes to acknowledge its Partners who shared their invaluable expertise and knowledge in support of the implementation of the last Work Plan 2016-2017 and during the preparation of the new Work Plan 2018-2020.

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## Abbreviations

ADA	Austrian Development Agency
CEF	Centre of Excellence in Finance
CoE	Council of Europe
CPL	Corruption Proofing of Legislation
CRA	Corruption Risk Assessment
CSO	Civil Society Organization
DCAF	The Geneva Centre for the Democratic Control of Armed Forces
EC	European Commission
EU	European Union
EPAC	The European Partners against Corruption
FATF	The Financial Action Task Force (on Money Laundering)
GRECO	Group of States against Corruption
IISG	Integrative Internal Security Governance
IPA	Instrument for Pre-Accession Assistance
MONEYVAL	The Committee of Experts on the Evaluation of Anti-Money Laundering Measures and the Financing of Terrorism of Council of Europe
MoU	Memorandum of Understanding
NGO	Non Governmental Organization
OECD	Organization for Economic Co-operation and Development
OLAF	European Anti-Fraud Office
OSCE	Organization for Security and Co-operation in Europe
PCC - SEE	Police Cooperation Convention for Southeast Europe
RAI	Regional Anti-Corruption Initiative
ReSPA	Regional School of Public Administration
RCC	Regional Cooperation Council
SEE	South Eastern Europe
SEECF	South East Europe Cooperation Process
SELDI	Southeast European Leadership for Development and Integrity
SG	Steering Group
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
UNSC	United Nations Security Council
WB	Whistleblowing
WBCTI	Western Balkan Counter-Terrorism initiative

## I. Background

Since its establishment in 2000, the Regional Anti-corruption Initiative (hereinafter RAI) acts as a regional platform through which governments of the region combine their efforts to curb corruption in South Eastern Europe (hereinafter SEE). RAI fights against corruption in SEE by building upon existing actions through better co-ordination of the national efforts and by relying on high-level political commitment. With the understanding of the European perspective of the Region's future, RAI seeks to foster closer integrative links and common European good governance values.

RAI's mission is to lead regional cooperation to support anti-corruption efforts by providing a common platform for discussions through sharing knowledge and best practices. RAI's motto is: "We look for better solutions together".

From the organisation's establishment, RAI member countries agreed that priority measures<sup>1</sup> to fight corruption include:

1. Taking effective measures on the basis of existing relevant international instruments, in particular those of the Council of Europe, the European Union, the Organization for Economic Co-operation and Development, the United Nations and the Financial Action Task Force on Money Laundering;
2. Promoting good governance, through legal, structural and management reforms for better transparency and accountability of public administrations, through development of institutional capacities and through establishment of high standards of public service ethics for public officials;
3. Strengthening legislation and promoting the rule of law, by ensuring effective separation of executive, legislative and judiciary powers and the independence of investigative and judiciary bodies and by enhancing investigative capacities;
4. Promoting transparency and integrity in business operations, through inter alia, enactment and effective enforcement of laws on accepting and soliciting bribes, ensuring open and transparent conditions for domestic and foreign investment, establishing corporate responsibility and internationally accepted accounting standards.
5. Promoting an active civil society by empowering civil society and independent media to galvanize community action, generate political commitment, creating a pattern of honesty in business transactions and a culture of lawfulness throughout society.

Priorities were agreed without prejudice to existing international commitments, taking into account the Ministerial Declaration on 10 joint measures to Curb Corruption in South Eastern Europe<sup>2</sup> (signed in May 2005, in Brussels, by the ministers of justice), and also the obligations taken over by signing the Memorandum of Understanding concerning Cooperation in Fighting Corruption through the

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<sup>1</sup> The Regional Anti-corruption Initiative Strategic Document, Chapter Commitments: <http://rai-see.org/wp-content/uploads/2016/04/Strategic-document.pdf>

<sup>2</sup> Ministerial Declaration on 10 joint measures to Curb Corruption in South Eastern Europe <http://rai-see.org/wp-content/uploads/2015/07/Ministerial-declaration.pdf>

South Eastern European Anti-Corruption Initiative<sup>3</sup> at the South-East European Cooperation Process (hereinafter SEECP) Meeting in Zagreb in April 2007.

Protocol amending the Memorandum of Understanding concerning Cooperation in Fighting Corruption through the SEE Anti-corruption Initiative<sup>4</sup> signed on July 11, 2013 in Zagreb has reaffirmed countries commitment to invest sustainable efforts for a closer regional cooperation and reiterated their support to RAI's capacities and role as a focal point for regional cooperation on anti-corruption issues.

Further on, as a Dimension Coordinator for Anti-Corruption Dimension of South East Europe 2020 Strategy<sup>5</sup> (hereinafter SEE 2020 Strategy), RAI is also committed to the objectives identified under the SEE 2020 Strategy. It is noteworthy to state that the SEE 2020 Strategy is dedicated to six economies in the region - Albania, Bosnia and Herzegovina, Republic of Macedonia, Montenegro, Kosovo\* and Serbia. Nevertheless, RAI Secretariat adopted inclusive approach towards member countries Bulgaria, Croatia, Moldova and Romania. RAI Secretariat's programmatic activities are extended to all its member countries equally.

In 2016 RAI became a gender aware organisation<sup>6</sup> by committing to upholding fundamental rights and freedoms guaranteed by the European Convention on Human Rights and other relevant internationally recognized standards. Organisation's Strategic Document, Terms of References for the Secretariat as well as ToR's of all the people working in and for RAI Secretariat have been updated to reflect the change. RAI Secretariat will continue ensuring that all programmatic and organisational endeavours of the Secretariat are gender sensitive.

Continued efforts are invested to ensure that programmes, projects and actions of RAI are gender mainstreamed. To that end, the RAI Secretariat appointed a Gender Focal Point whose job is to continuously work on training and awareness building in the RAI Secretariat.

In addition to the stated strategic commitments, RAI Secretariat will dedicate itself to exploring its environment and look for other anti-corruption endeavours in the SEE Region. RAI Secretariat is committed to avoiding overlapping and ensuring synergies with comparable activities and processes implemented by different international organisations, beneficiaries and stakeholders.

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<sup>3</sup> Memorandum of Understanding concerning Cooperation in Fighting Corruption through the South Eastern European Anti-Corruption Initiative <http://rai-see.org/wp-content/uploads/2015/05/Memorandum-of-understanding.pdf>

<sup>4</sup> Protocol amending the memorandum of understanding concerning cooperation in fighting corruption through the SEE anti-corruption initiative [http://rai-see.org/wp-content/uploads/2015/05/Protocol\\_Amending\\_the\\_Memorandum\\_of\\_Understanding\\_Concerning\\_Cooperation\\_in\\_Fighting\\_against\\_Corruption\\_Through\\_the\\_South\\_Eastern\\_European\\_Anti-Corruption\\_Initiative.pdf](http://rai-see.org/wp-content/uploads/2015/05/Protocol_Amending_the_Memorandum_of_Understanding_Concerning_Cooperation_in_Fighting_against_Corruption_Through_the_South_Eastern_European_Anti-Corruption_Initiative.pdf)

<sup>5</sup> At its 17th Meeting in Zagreb (July 12, 2013), RAI Steering Group decided to fully support RAI Secretariat's involvement in South East Europe 2020 Strategy implementation, endorsed at the Conference of the South East Europe Investment Committee in Sarajevo (November 21, 2013), by the Ministers representing Western Balkans economies. <http://rai-see.org/meeting/17th-rai-steering-group-meeting-july-12-2013-zagreb-croatia/>

\* This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

<sup>6</sup> Conclusions and Decisions of the 22nd Steering Meeting in April 2016 in Bucharest, Romania, and subsequently of the 23rd Steering Meeting in October 2016 in Sarajevo, Bosnia and Herzegovina <http://rai-see.org/meeting/22nd-rai-steering-group-meeting-april-14-15-2016-bucharest-romania/>  
<http://rai-see.org/meeting/23rd-rai-steering-group-meeting-23-24-september-sarajevo-bih/>

RAI will keep abreast of all its planned activities the Central Anti-corruption Bureau of Poland, which became an Observer to RAI in May 2015<sup>7</sup> and Ministry of Justice of Georgia, which became an Observer to RAI in December 2016<sup>8</sup>, thus strengthening collaboration and ensuring the best use of possible avenues of cooperation.

RAI will also continue engaging Kosovo\* to its programmatic actions and events, in line with the discussions during the 16<sup>th</sup>, 18<sup>th</sup> and 19<sup>th</sup> Meetings of the Steering Group and Decisions taken at the 20<sup>th</sup> RAI Steering Group Meeting in Zagreb.

At the Western Balkan Summit<sup>9</sup>, held on 12 July 2017 in Trieste, the Heads of States reconfirmed that improving governance and the rule of law is an essential requirements for EU accession and for building a sound economic fabric. In the joint Declaration against Corruption, governments expressed commitment to widen and deepen experiences of creating a normative and administrative system capable not only to repress corruption, but also to effectively prevent the phenomenon, in close cooperation with RAI and the European Commission. The same messages were reconfirmed by the Civil Society who have been integral part of the Berlin Process.

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<sup>7</sup> Conclusions and Decisions of the 20th RAI Steering Group Meeting; May 20, 2015, Zagreb, Croatia. [http://rai-see.org/meeting/20th\\_steering\\_group\\_meeting/](http://rai-see.org/meeting/20th_steering_group_meeting/)

<sup>8</sup> Conclusions and Decisions of the 24th RAI Steering Group Meeting; December 6, 2016, Belgrade, Serbia. <http://rai-see.org/meeting/24th-rai-steering-group-meeting-5-december-2016-belgrade-serbia/>

\* This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

<sup>9</sup> Section: Governance, Rule of Law and Prevention and Fight against Corruption <http://rai-see.org/12-july-2017-trieste-western-balkan-summit-declaration-by-the-italian-chair/>

## II. RAI strategic direction and objectives

The overall objective of the Work Plan for 2018 – 2020 is to continue coordinated regional measures that seek to reduce corruption and support the implementation of international instruments on anti-corruption.

RAI Secretariat planning and implementation process operates on a two-year cycles in line with its internal documents. Last planning cycle took place in the spring of 2015 for the 2016-2017 Work Plan<sup>10</sup> and its implementation commenced soon after it was adopted in September 2015 at the 21st RAI Steering Group Meeting in Chisinau, Moldova.

The new planning cycle commenced on 18 May 2017 with the first brainstorming session initiating the planning process for the 2018-2020 Work Plan. The process captured the initial thoughts and ideas structured in three main categories: objectives that the RAI Secretariat will continue to pursue, objectives that are new, and a strategic outlook for RAI as an Organisation.

The Work Plan 2018-2020 is prepared with the understanding that the implementation of actions is a shared responsibility between RAI Secretariat and RAI member countries. RAI's strategic direction and national anti-corruption agendas are mutually influenced and inter-related since there is an understanding that corruption prevention needs to be addressed from both perspectives, regionally and sub-regionally.

Participation of the RAI member countries in the Work Plan 2018-2020 development was obtained by producing the Discussion Paper for the Work Plan 2018-2020. The Discussion Paper has been presented, discussed and principally agreed upon at the thematic side session of the 25th RAI Steering Group in June 2017 in Sofia, Bulgaria. The final version of the Discussion Paper has been used as an outline for the Work Plan 2018-2020.

The actions presented in the text below and in the Log-frame (Annex 1) complement the targets set in the SEE 2020 Strategy. It is therefore understood that the RAI Secretariat objectives are also objectives of the SEE 2020 Strategy that is a regional compilation of national agendas. Since the SEE 2020 Strategy expires in 2020, RAI Secretariat will produce a three-year Work Plan in order to synchronize with the SEE region and to take an active participation in the development of the next SEE 2030 Strategy. Furthermore, it is essential to extend the planning period to three years due to the upcoming 20<sup>th</sup> Anniversary of RAI that will need extensive preparations.

The in-depth analysis of the Work Plan 2016-2017 implementation also led to the review of the objectives and further prioritization of actions, considering available human and financial resources as well as available capacities of the member states, observers and partners. The evaluation essentially revealed that the wide range of targets led to considerably high number of activities undertaken during 2016 – 2017. Lessons learned led RAI Secretariat towards setting tangible and

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<sup>10</sup> In line with RAI Strategic Document, an Addendum to the Annex 4 to RAI Strategic Document Work Plan 2016 – 2017 has been proposed and endorsed at the 24th Steering Group Meeting held in Belgrade, Serbia in December 2016. <http://rai-see.org/meeting/24th-rai-steering-group-meeting-5-december-2016-belgrade-serbia/>



measurable operational targets for the three-year period ahead. This translated into certain objectives remaining high on the organisation's agenda while others were rephrased and some were discontinued.

The Current Work Plan contains objectives that will be continued in the next three years. Primarily these are the objectives stipulated under the Southeast Europe Regional Programme on Strengthening the Capacity of Anti-corruption Authorities and Civil Society to Combat Corruption and Contribute to the UNCAC Review Process (hereinafter the Regional Programme) funded by the Austrian Development Agency. Although the Regional Programme contractual obligation lasts till the end of 2018, Secretariat will request a one year non-cost extension for all three objectives of the Regional Programme.

Annexed Log-frame provides an overview of the objectives set for the next three years as well as actions, anticipated results and an estimated budgets, whilst the subsequent paragraphs provide insight into the status, rationale and plans.

#### Objective 1: STRENGTHENING REGIONAL COOPERATION IN CONFLICT OF INTEREST & ASSET DISCLOSURE

RAI is committed to strengthening regional cooperation on data exchange in asset disclosure and conflict of interest and also to enhancing the exchange of best practices and lessons learned. In this context, RAI Secretariat will continue with the implementation of the Regional Programme.

Development of International Treaty for Data Exchange in Asset Disclosure and Conflict of Interest (hereinafter the Treaty) is currently funded till the end of 2018 and it is anticipated to continue into 2019 and beyond. The set targets in the previous Work Plan have not been met meaning that RAI Secretariat did not organize of the Ministerial Conference for commencement of negotiations and the two round of negotiations and this is on the agenda of RAI Secretariat in the next year. Nevertheless, RAI Secretariat has delivered numerous promotional actions raising the profile of the International Treaty and gaining the support from various international organisations and civil society. Following the Treaty signing expected to take place in late 2018, RAI Secretariat will engage in monitoring of the Treaty introduction and implementation at the sub-regional level. Monitoring process will be paired with capacity building activities for the oversight bodies to allow for best utilization of the new tool. Potential actions would include: regional peer to peer activities, exchange of know-how and learning from good practices. There is also a need to instigate a pre-ratification analysis in order to assist the countries with the process of embedding the instrument into national practice. Finally, RAI Secretariat will engage in promotion campaign for the Treaty to possibly attract more countries to adopt the practice. This would further strengthen the value and importance of the Treaty.

#### Objective 2: STRENGTHENING INTEGRITY THROUGH TRANSPARENT RULES AND PROCEDURES

RAI remains focused on its efforts towards two corruption preventive measures: anti-corruption assessment of laws (corruption proofing) and corruption risk assessment in public administration.

In order to proceed with tangible results on the ground at national levels, further action is required and planned. Technical assistance to countries interested in having these preventive measures in place will continue to be delivered.

Strengthening of national capacities in Corruption Proofing of Legislation is currently funded till the end of 2018 and it is anticipated to continue into 2019 with the countries already implementing the objective. The Work Plan 2018-2020 contains objectives pertinent to the period and scope beyond the Regional Programme as well. Capacity building and regional cooperation will continue to be fostered. Technical assistance and IT solutions will be provided to national institutions to enhance the efficiency and effectiveness of the new preventive measure.

Strengthening national capacities for Corruption Risk Assessment is currently funded till the end of 2018 and it is anticipated to continue into 2019 with the countries already implementing the objective. The actions will be adjusted to the sub-regional approach to implementation of Corruption Risk Assessment to strengthen impact on the national level.

There is a potential to be explored in strengthening the integrity at the sectoral level, with particular focus on local level governance and health sector.

### Objective 3: WHISTLEBLOWING – RAISING PUBLIC AWARENESS & STRENGTHENING NATIONAL CAPACITIES

Whistleblowing as a theme received ample time and resources in the course of the last two years. The objectives in the Work Plan 2016-2017 stipulated a) increase in capacity of relevant public institutions about protection of whistleblowers and b) improved whistleblowers protection through enhanced advocacy capacity of CSOs.

RAI continues its strong commitment to this Objective. There are several different avenues that the organisation will pursue in the next three years. RAI Secretariat will continue to build on the actions implemented so far since the results have been positive and there is a need recognized in member countries. There are three general directions to be pursued: a) Support to the national institutions in implementing their mandate in the field of whistleblowing b) support the civil society capacities in promotion of whistleblowing and advocacy and c) raising general public awareness about whistleblowing.

One of the ways to support the national institutions would be to work on public awareness and promotion in public institutions and in the private sector. The Work Plan 2018-2020 will also look for paths and options to connect with Academia.

### Objective 4: BUILD CAPACITIES OF LAW ENFORCEMENT AGENCIES AND IMPROVE THEIR REGIONAL COOPERATION

Being aware of the fact that integrity and fight against corruption in law enforcement present one of the challenges in the region, and there is a need for regional cooperation in this field, RAI has introduced the objective in the last Work Plan and sees great potential in this field. Key argument for RAI to engage in the law enforcement field is also the fact that one of the themes of GRECO fifth round of evaluation will be “Preventing corruption and promoting integrity in law enforcement agencies”. Considering that this specific topic needs to be treated multi-disciplinary, RAI Secretariat will seek for partners (international organisations, CSOs and different IPA Projects) which would work with RAI in this field.

RAI Secretariat will conduct a needs analysis with countries as to what would be most suitable interventions. In this context, experience and best practices applied in the countries of the Region would be valuable and peer learning will be promoted.

Key areas of intervention will be supporting the units for professional standards and internal control units' capacity building activities; strengthening capacities and resilience of border services; Implementation of risk assessment in the law enforcement sector; and actions as a follow up to recommendations given by GRECO.

#### Objective 5: STRENGTHENING NATIONAL CAPACITIES THROUGH COOPERATION IN ASSET RECOVERY

RAI Secretariat's focus will be on strengthening regional cooperation with the objective to strengthen the capacity of key institutions to further align domestic practices with international and European standards. Road map will be jointly developed with the asset recovery offices and judicial training institutions. UNCAC review process in RAI member states will be taken into account in the process of identification of technical assistance needs on regional and national level. Secretariat will explore avenues for future actions and support to RAI member countries towards aligning with international standards on money laundering prevention, FATF and MONEYVAL recommendations in particular. Specialized training for prosecutors and investigators in this field has been proved as valuable activity for beneficiaries and Secretariat would continue with actions in this regard.

#### OTHER OBJECTIVES

The five objectives represent an ambitious mission for the three years ahead. They are results oriented and entail series of interlinked activities across the region, building on the work conducted so far. Although there are five distinct Objectives that RAI Secretariat commits to deliver results on, there are also other objectives RAI Secretariat will not miss the opportunities to work on. However, bearing in mind the limited capacity of RAI Secretariat, as well as the insufficient financial resources that could be utilized to target more objectives, no commitments can be made in terms of delivery of results. These objectives are addressed in the following paragraphs and are not elaborated in the Log-frame.

- **Revision and control, and public procurement** - RAI Secretariat would continue to see the Themes as very broad, and continue to look for potential niches that could be taken on board within RAI's mandate. This will require building partnerships with organisations with specific expertise and regional experience. In this context, new partners have been identified: Centre of Excellence in Finance CEF<sup>11</sup> and Centre in Integrity in Defence Sector<sup>12</sup>. The actions might include corruption risk assessment in the field of public procurement, strengthening national capacities in internal control and revision, fostering cooperation of investigators and auditors, and prevention as well as detecting misuse of EU funds. RAI Secretariat would also explore possible actions related to Financial Management Control and Transparency of Public Finances, as these measures proved to be the efficient corruption preventive mechanisms in some countries of the Region, such as Slovenia.
- **Oversight of political parties financing** - Potential ideas would go in the direction of exchange of experience in this area, looking for improvements in a legislative framework but also in the practise

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<sup>11</sup> <https://www.cef-see.org/>

<sup>12</sup> <http://cids.no/>

and implementation of existing national laws, with endorsement of international standards relevant for oversight of political parties.

- **Corruption prevention through education** – this theme has received strong positive feedback from member countries. The general idea is to start with prevention as early as possible and encompass a wider audience. Options will be explored such as identification of partners in national institution and civil society who could be used as a platform for educating teachers and youth and children about corruption how it affects society.
- **Corruption in public sector human resources management** – This is field identified by some member countries as potential field for intervention. Interventions in this field would support transparency engendering an organisational culture which is intolerant of conflicts of interest. The actions would entail working with national bodies for civil servants on strengthening their anti-corruption policies in human resources management.
- **Corruption in sport**<sup>13</sup> - Given the fact that sport is sector with ample money investments, it has intricate ties to political and private interests. This means numerous forms and opportunities for corruption. The actions would entail promotion of the CoE Convention on the Manipulation of Sports Competitions<sup>14</sup> and support the RAI member countries to adopt the Convention, and its implementation in long term perspective.
- **Gender and corruption** – at the 22nd RAI Steering Group Meeting on April 14-15, 2016 in Bucharest and 23rd RAI Steering Group Meeting on 23-24 September in Sarajevo respectively, RAI as an organisation and its Secretariat have adopted a human rights based approach in implementation of its mandate and mission. Since the introduction, RAI Secretariat has gender mainstreamed all of its actions. Hence all the actions in the next Work Plan will have a gender component. Nevertheless, RAI Secretariat will explore avenues of endorsing the human rights based approach with member countries. Possible actions would entail introducing gender disaggregated data collection, measuring corruption impact on different genders and adjusting policies, training programmes etc.
- **Digitalization of anti-corruption** – the concept of digitalization has been recognized in different segments of governance and is part of a wider movement referred to as e-governance. The actions would entail assisting national authorities with developing IT applications and software and equipping for more efficient implementation of their mandate and competences. RAI Secretariat would have to partner with organisations who have an information technology background and work towards furthering the ongoing national efforts.
- **Anti-corruption in Public Service Delivery (such as Health Sector)** – Member countries of RAI have identified the Health Sector as one of the most vulnerable fields with high impact of corruption. Also, RAI Secretariat has adopted the Human Rights based approach and extending its measures to Health Sector would target the particularly vulnerable and marginalized groups of society. RAI Secretariat

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<sup>13</sup> Please see Transparency International's Global Corruption Report: Sport for more details about the topic: [https://www.transparency.org/research/gcr/gcr\\_sport/0/](https://www.transparency.org/research/gcr/gcr_sport/0/)

<sup>14</sup> CoE Convention on the Manipulation of Sports Competitions full text: [http://www.coe.int/t/dg4/sport/match-fixing/convention\\_EN.asp](http://www.coe.int/t/dg4/sport/match-fixing/convention_EN.asp)

will seek partners and complement the efforts of others in this field with focus on obtaining tangible results.

- **Integrity in Private Sector** – RAI Secretariat will pursue opportunities and partners to constructively engage with the business community. It is anticipated that actions will entail promoting the concepts of doing business ethically and responsibly. The actions would entail addressing Integrity in management accounting practices, sales, etc.

### **III. Building Partnerships**

RAI operates in a very vibrant regional and international environment with several regional and international organisations working in the field of anti-corruption and good governance. All of these organizations are potential RAI partners.

RAI associates with alike organisations to share and receive expertise; to make use of existing infrastructures in the SEE region; to avoid overlapping and ensure support for its own activities; and to jointly prepare project proposals and applications.

RAI partners are operating in the SEE region and are regional or international intergovernmental bodies, civil society networks and other regional organisations under the umbrella of the SEE 2020 Strategy. Potential Partners who share the same mission and same drive towards assisting the SEE region move forward in curbing corruption are: RCC, ReSPA, CEF, OSCE, EC, OECD, DCAF, PCC-SEE Secretariat and IISG, UNODC, UNDP, EPAC, OLAF, COE/GRECO.

RAI strives to engage with civil society organisations. The target audience are NGOs, particularly the regional ones as well as coalitions or networks of organisations operating regionally. Another civil society target is academia, particularly researchers, think tanks, academies and institutes in the justice and public administration. Engaging with civil society enables development of constructive dialogue and partnerships. Also it provides access to available expertise.

Donors play a very important role in the work of RAI. RAI strategic objectives are ambitious and broad, thus demanding additional sources of funding to be fulfilled. RAI Secretariat will continue to strengthen its fundraising capacities<sup>15</sup> to adequately answer the challenge of obtaining funding for its activities.

RAI is open to expanding its membership to other countries and relevant organisations. This is also clearly stipulated in RAI Strategic Document<sup>16</sup>. Benefits from expanding the membership base are manifold. The key potential is recognized in enabling organisational growth, diversifying, sharing of experiences, and best practices. Communication towards potential members must be carefully developed and planned. RAI will also take action towards a broader audience of partners by: communicating and promoting its results and achievements, engaging in networking activities, following the work of other organisations – potential partners, etc.

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<sup>15</sup> Please see Chapter VI Fundraising Strategy

<sup>16</sup> RAI Strategic Document <http://rai-see.org/wp-content/uploads/2016/04/Strategic-document.pdf>

## IV. 20 Years of RAI

In 2020 RAI will celebrate its 20<sup>th</sup> anniversary and it is imperative to capture such a significant milestone and promote the Organisation and its achievements. RAI Secretariat has been developing ideas as to how best to capitalize on such a significant occasion since the Conference on 15 Years of Reforms: What worked best?<sup>17</sup> held in Chisinau in September 2015.

The milestone year will be used as a platform to target some of the strategic organisational objectives listed below:

- Reconfirming the commitment of RAI member countries.
- Introducing new member countries to RAI – with focus on Poland, Georgia and Slovenia.
- Rebranding and strengthening the name and building the stronger visual identity. This would ensure that RAI is seen as a home based organisation and RAI member countries are seen as RAI Family.
- Celebrating the achievements of RAI and its member countries.

Other organisational objectives will focus on fostering organisational growth and expansion, such as:

- Creating a pool of regional experts in specific fields and position RAI as a expertize hub.
- Act as a platform for research analysis publications, a think-tank for new ideas and projects involving Academia.
- Producing a compilation of best practices in different fields.
- Transforming the Summer School into an Academy, and
- Strengthening partnerships with regional and international organisations.

In order to capitalize on such a significant milestone and achieve all the set goals, RAI Secretariat will need a significant increase in human and financial resources. Furthermore, in order to deliver the actions and objectives raised in 2020, RAI Secretariat will have to commence with preparatory activities in 2018. A separate Action Plan for 20 Years of RAI will be developed that will lay out all the relevant elements as well as budget. Implementation of *20 Years of RAI* will also depend to some extent on the support of RAI Member Countries in the context of promotional activities and hosting of events. Furthermore, process of reconfirming the commitment will need to be endorsed by Member Countries.

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<sup>17</sup> Conference on 15 Years of Reforms: What worked best? [http://rai-see.org/events\\_tip/15-years-of-reforms-what-worked-best-chisinau-28-september-2015/](http://rai-see.org/events_tip/15-years-of-reforms-what-worked-best-chisinau-28-september-2015/)

## V. Communication Strategy

In the previous Action Plan 2016-2017 RAI Secretariat recognized the need to strengthen its organisational capacities in the field of communications. At the 22nd RAI Steering Group Meeting held on April 14-15, 2016 in Bucharest, Romania, a RAI Communication Strategy was adopted.

Since the adoption of the Communication Strategy, actions were undertaken to build the capacities within the existing resources<sup>18</sup> to ensure delivery of the stipulated results. In the period 2018-2020 RAI Secretariat will continue to strengthen its communications capacities. This will be achieved through updating the Communication Strategy subsequent to approval of the new Action Plan 2018-2020. This process will be implemented with support of the communication expert, subject to availability of funds.

RAI Secretariat will continue with the efforts in communicating its actions and results via existing channels – the website and social media. Additional training will be provided for the Secretariat staff in outreach and social media communications.

In the light of upcoming 20 years milestone<sup>19</sup>, it is important to build up the communications and capitalize on the progress achieved so far. In the next three years RAI Secretariat will attempt to address the visibility of the Organisation as well. This will include addressing the visual identity, key messages, promotion strategies as well as development of promotional materials about RAI and its work.

Indication of effectiveness of the Communication Strategy will be evaluated based on quantitative and qualitative indicators. Listed below are key ones that will be monitored and measured during the Work Plan 2018-2020 period:

- How well Senior Representatives feel informed about the RAI Secretariat actions and results.
- How well our partners, beneficiaries and stakeholders feel informed about the work of RAI and its Secretariat.
- Number of unique visitors to RAI web site with specific attention to annual growth of numbers and diversity of visitors.
- Other indicators will look at strengthening of RAI's identity and overall Public Relations.

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<sup>18</sup> Please go to Evaluation Report for Work Plan 2016-2017 Chapter Communications for more details.

<sup>19</sup> Please go to Chapter IV 20 Years of RAI for more details.



## VI. Fundraising Strategy

Current social and political context in the region is different and very dynamic compared to five to 10 years ago. There are less donors and generally less funding being poured into South East Europe. Furthermore, topics of funding have also become competitive. Organisations are competing for scarce financial resources. This compels the organisation to invest additional efforts when addressing the donors and attracting funding.

In the previous reporting period RAI Secretariat made a significant shift in its fundraising efforts. Successful projects and outreach to Partners allowed for the RAI Secretariat to transform from contributions based organisation to project based organisation<sup>20</sup>. Building on the successes of the previous period, RAI Secretariat will continue with the same approach.

The status of RAI member countries also dictates to some extent the fundraising approach. Namely, EU member countries are not beneficiaries of various pre-accession instruments and funds and non-EU member countries are not eligible to apply for EU instruments and funds. Special attention will be paid to ensuring equal treatment and equal access to services provided by RAI Secretariat devoid of donor driven fractioning the member countries. In the same manner, fundraising efforts will encompass RAI observer countries wherever feasible.

The Work Plan for the upcoming three years will consist of a two prone fundraising approach:

1. Development of medium sized projects that would possibly address one or more objectives in a cluster.
2. Development of the next Regional Program, as a continuation of the current one.

Furthermore, RAI Secretariat will actively work on establishing project-based partnerships with relevant regional and international organisations (more is described in Chapter II Building Partnerships). As part of the Fundraising Strategy, RAI Secretariat will focus on identifying one or two *star* projects that would be strongly communicated and promoted to build the image of the organisation.

The Secretariat will have a proactive approach to addressing the donors with ideas already developed into projects. All the projects would be anchored in RAI Work Plan, National Anti-corruption Strategies and SEE2020 Strategy.

Indication of effectiveness of the fundraising strategy will be evaluated based on quantitative and qualitative indicators. Listed below are key ones that will be monitored and measured during the Work Plan period:

- Amount of extra budgetary funds obtained in absolute terms, and in comparison to the RAI Annual Programmatic Budget – indicating the overall amount of obtained funding in comparison to previous years as well as ratio between the approved RAI Programmatic Budget and funds utilized from other sources;
- The number of submitted requests vs. number of granted requests – indicating the effectiveness of RAI resources invested in project development;
- Donor retention – would indicate the ability of RAI Secretariat to have continuous commitment and support from a Donor.
- Diversification of donor portfolio – would indicate RAI Secretariat's ability to successfully reach out to a growing number of donors. Monitoring diversification allows for decrease of risk of a funding dependency.

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<sup>20</sup> Please see Evaluation Report for Work Plan 2016-2017 for more details.

## VII. Monitoring and Evaluation

RAI Secretariat recognizes the importance of monitoring the implementation of its actions and outcomes. In order to ensure adequate implementation of the Work Plan 2018-2020 activities, a structured monitoring mechanism must be implemented. During the Work Plan 2016-2017, Secretariat captured the information and data regularly. The general information about RAI Secretariat's actions and subsequent results have been communicated on monthly basis to all the members of the RAI Steering Group and Observers and in the progress reports on different projects. This approach will be continued. Nevertheless, this simple monitoring mechanism has been only one segment of the overall monitoring efforts by the RAI Secretariat.

Namely, following expert analysis of the RAI internal policies on human resources, RAI Secretariat introduced performance evaluation process for all its staff. Amendments to Office Policies Manual stipulating the introduction were approved at the 22nd RAI Steering Group Meeting that took place in Bucharest, Romania, on April 14-15, 2016. The process mandates annual performance evaluation for all RAI Secretariat staff. RAI will continue to invest in its internal rules and procedures in order to further strengthen its transparency and efficiency, in particular in Human resources.

The results of the actions implemented by RAI Secretariat will be captured and evaluated by number of external sources as well. These are mainly annual surveys and reports produced by credible international organisations and civil society. However, there are four key reports that RAI Secretariat recognizes as directly evaluating the performance and results of RAI Secretariat in the course of Work Plan 2018-2020 implementation.

As a Dimension Coordinator, RAI Secretariat annually reports to the RCC Secretariat on the implementation of the specific objectives under the Anti-corruption Dimension of SEE2020 Strategy. Annual report on SEE2020 implementation is subject of approval prior to publishing. Further on RAI Secretariat takes into account the results of Balkan Barometer<sup>21</sup> that is an annual survey of attitudes, experiences and perceptions across the economies covered by the SEE 2020 Strategy for Jobs and Prosperity in a European Perspective. The Balkan Barometer is a powerful tool that rounds up the views of general public and the business community on a variety of issues addressed by SEE 2020 Strategy.

In 2019, current Regional Programme will be subject to the external evaluation. The evaluation is a consisting part of the Regional Programme, but it will be conducted by an independent evaluator. The outcome of the evaluation will provide RAI Secretariat with the independent assessment of results and recommendations.

OECD Competitiveness Outlook for South East Europe<sup>22</sup>. The Competiveness Outlook is a comprehensive annual report which assesses 17 policy dimensions, encompassing four pillars: Business environment, Skills and capacity, Economic structure and Governance. Each dimension identifies key policy achievements, challenges and strategic recommendations.

Lastly, RAI Secretariat will develop a Monitoring and Evaluation Methodology that will enable a stabile long term approach to recording delivery and measuring results and impact.

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<sup>21</sup> Balkan Barometer <http://www.rcc.int/seeds/results/2/balkan-opinion-barometer#>

<sup>22</sup> OECD Competitiveness Outlook for South East Europe <http://www.oecd.org/south-east-europe/programme/competitiveness-south-east-europe.htm>

## Annex 1 – Logical Framework

### Objective 1: STRENGTHENING REGIONAL COOPERATION IN CONFLICT OF INTEREST & ASSET DISCLOSURE

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
<p>1.1 Enhancing regional cooperation on data exchange in asset disclosure and conflict of interest (International Treaty on Data Exchange in Asset Disclosure and Conflict of Interest hereafter referred to as International Treaty)</p>	<ul style="list-style-type: none"> <li>- Organizing and facilitating negotiations</li> <li>- Signing the International Treaty</li> <li>- Adopting the International Treaty in national legislation</li> <li>- Setting up a monitoring mechanism for implementation</li> <li>- Promotion of the International Treaty</li> </ul>	<ul style="list-style-type: none"> <li>- International Treaty signed</li> <li>- International Treaty entered into force</li> <li>- Exchange of data between countries taking place</li> <li>- Awareness raised about the benefits of the International Treaty</li> <li>- Regional cooperation of integrity experts strengthened</li> </ul>	<p>UNODC RCC OECD Relevant national public institutions</p>	<p>National Oversight Bodies Ministries of Justice</p>	<p>€100,000 (Total donor funding secured)</p>
<p>1.2 Strengthening the capacities of the national oversight bodies are enhanced</p>	<ul style="list-style-type: none"> <li>- Regional meetings of integrity experts organized regularly</li> <li>- Identification of national needs</li> <li>- Supporting the national capacities in delivery of oversight competences</li> </ul>	<ul style="list-style-type: none"> <li>- Professionals in oversight bodies are educated/trained in new tools and techniques</li> <li>- National needs identified and addressed</li> </ul>	<p>RCC ReSPA</p>	<p>National Oversight Bodies Ministries of Justice</p>	<p>€80,000 (€25,000 donor funding secured)</p>

Objective 2: STRENGTHENING INTEGRITY THROUGH TRANSPARENT RULES AND PROCEDURES

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
2.1 Strengthening National Capacities in Anti-corruption Assessment of Legislation (CPL)	<ul style="list-style-type: none"> <li>- Continued support to member countries developing and strengthening national methodology based on Regional Methodology</li> <li>- Continued training for respective government officials</li> <li>- Introducing new IT tools and solutions and strengthening existing ones</li> <li>- Strengthening regional cooperation and exchange</li> </ul>	<ul style="list-style-type: none"> <li>- CPL regularly taking place in administrative practice</li> <li>- National officials trained in conducting CPL</li> <li>- IT and technical capacities of national institutions strengthened</li> <li>- Regional cooperation and peer to peer exchange fostered</li> </ul>	RCC CEF	National AC Bodies Selected Sectors	€50,000 (€25,000 donor funding secured)
2.2 Strengthening National Capacities in Corruption Risk Assessment in Public Administration (CRA)	<ul style="list-style-type: none"> <li>- Continued support to member countries in strengthening legal framework</li> <li>- Continued training for respective government officials in selected sectors</li> <li>- Continued training of CRA practitioners</li> <li>- Introducing new IT tools and solutions and strengthening existing ones</li> <li>- Strengthening regional cooperation and exchange</li> </ul>	<ul style="list-style-type: none"> <li>- National legal frameworks on CRA strengthened</li> <li>- Capacities of national institutions in selected sectors strengthened</li> <li>- Regional cooperation and peer to peer exchange fostered</li> </ul>	RCC UNDP OECD CEF	National AC Bodies Selected Sectors	€50,000 (€25,000 donor funding secured)

**Objective 3: WHISTLEBLOWING – RAISING PUBLIC AWARENESS & STRENGTHENING NATIONAL CAPACITIES**

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
3.1 Strengthening capacities of relevant public institutions in protecting whistleblowers	<ul style="list-style-type: none"> <li>- Continued support to the national institutions in implementing their mandate in the field of whistleblowing</li> <li>- Assist the national institutions in strengthening their implementation processes</li> <li>- Sharing best practices and lessons learned in the region</li> </ul>	<ul style="list-style-type: none"> <li>- National institutions better equipped to receive and manage WB cases</li> <li>- Improved protection of whistleblowers</li> <li>- Regional cooperation in the field of WB fostered</li> </ul>	RCC Academia	National institutions with competence in WB Private Sector CSOs	€60,000 (Donor funding not secured)
3.2 Enhancing advocacy capacities of CSOs in Whistleblower Protection	<ul style="list-style-type: none"> <li>- Support the civil society capacities in promotion of whistleblowing and advocacy</li> <li>- Sharing best practices and lessons learned in the region</li> </ul>	<ul style="list-style-type: none"> <li>- CSOs equipped to engage in promoting of WB</li> <li>- CSOs actively engaged in the WB advocacy</li> <li>- Regional cooperation in the field of WB fostered</li> </ul>	RCC Academia	Regional CSO Networks National CSOs	€20,000 (Donor funding not secured)
3.3 Raising General Public Awareness about Whistleblowing in the SEE	<ul style="list-style-type: none"> <li>- Regional Documentary aired in all the member countries</li> <li>- Regional publications developed</li> </ul>	<ul style="list-style-type: none"> <li>- Improved perception about whistleblowing</li> </ul>	RCC Academia Media	General Public	€20,000 (Donor funding not secured)

**Objective 4: BUILD CAPACITIES OF LAW ENFORCEMENT AGENCIES AND IMPROVE THEIR REGIONAL COOPERATION**

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
4.1 Building integrity capacities and strengthening internal control mechanisms, professional standards and essential elements of codes of conducts (Objective linked with objective 2)	<ul style="list-style-type: none"> <li>- Introducing/strengthening Corruption Risk Assessment in Law Enforcement Sector</li> <li>- Introducing and reinforcement of tools for preventing and addressing corruption in law enforcement (such as guidelines for internal investigations, establishment of a whistleblower system, prevention of conflict of interest, etc.)</li> <li>- Identifying and responding to training needs on transparency, ethics and integrity</li> <li>- Analysing and addressing common regional needs in light of the 5<sup>th</sup> round of GRECO recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>- Corruption Risk Assessment introduced/strengthened in Law Enforcement Sector (methodology and practical solutions)</li> <li>- Innovative tools for preventing and addressing corruption in law enforcement introduced and promoted</li> <li>- Officials trained on ethics and integrity, corruption risk assessment, conflicts of interest and related matters</li> <li>- Beneficiaries assisted with implementation of GRECO recommendations.</li> </ul>	<p>EU - IISG PCC-SEE EPAC OLAF DCAF RCC</p>	National law enforcement bodies	€100,000
4.2 Strengthening regional cooperation of law enforcement agencies	<ul style="list-style-type: none"> <li>- Assisting the institutions with implementation of relevant international instruments and standards, particularly GRECO recommendations as well as legal and institutional framework for prevention of corruption on borders (EU requirements).</li> <li>- Fostering regional exchange of best practices with peer-to-peer exchange and expert missions</li> </ul>	<ul style="list-style-type: none"> <li>- Capacities of national institutions in implementation of relevant international standards strengthened</li> <li>- Regional cooperation of law enforcement agencies, border police and units for internal control in particular, fostered</li> </ul>	<p>EU - IISG PCC-SEE EPAC OLAF DCAF OECD</p>	National law enforcement bodies	€60,000 (Donor funding not secured)
4.3 Strengthening investigative capacities of Law Enforcement Agencies	<ul style="list-style-type: none"> <li>- At least one Summer School Edition dedicated to investigation of corruption related crime</li> <li>- Identifying and responding to training needs on specific aspects in dealing with corruption cases (e.g. effective use of the special investigative measures, evidence collection, cross-border cooperation, human rights)</li> </ul>	<ul style="list-style-type: none"> <li>- Law enforcement officials trained and better equipped for investigation of complex corruption cases</li> </ul>	<p>EU - IISG PCC-SEE EPAC OLAF DCAF</p>	National law enforcement bodies	€50,000 (funding partially secured through Regional Programme)

Objective 5: STRENGTHENING NATIONAL CAPACITIES THROUGH COOPERATION IN ASSET RECOVERY

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
5.1 Strengthening regional cooperation between asset recovery bodies	<ul style="list-style-type: none"> <li>- Fostering regional exchange of best practices with peer-to-peer exchange and expert missions</li> <li>- Assisting the institutions with implementation of relevant international instruments and standards</li> </ul>	<ul style="list-style-type: none"> <li>- Platform for implementation of the long term capacity building efforts in the field of asset recovery established</li> </ul>	OSCE AIRE DFID	National Asset Recovery Bodies Judiciary	€100,000 (Funding not secured)
5.2 Strengthening national capacities in asset recovery	<ul style="list-style-type: none"> <li>- Identifying national needs</li> <li>- Addressing the specific national needs through technical assistance</li> <li>- At least one Summer School Edition dedicated to Asset Recovery</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthening capacity of all institutions involved in asset confiscation</li> <li>- Implementation of the Asset Recovery competences improved</li> </ul>	OSCE AIRE DFID	National Asset Recovery Bodies Judiciary	€400,000 (€20,000 funding secured)