**REGIONAL ANTI-CORRUPTION INITIATIVE**
∘ **SECRETARIAT** ∘

Annex 4
to RAI Strategic Document

# Work Plan 2014 – 2015

## I.      Background

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

Without prejudice to existing international commitments, taking into account the Declaration on 10 joint measures to Curb Corruption in South Eastern Europe (signed on 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 South Eastern European

Anti-Corruption Initiative (MoU) at the SEECP Meeting in Zagreb on April 2007, RAI member countries agreed that priority measures to fight corruption include[1]:

1. Taking effective measures on the basis of existing relevant international instruments;
2. Promoting good governance and reliable public administration;
3. Strengthening legislation and promoting the rule of law;
4. Promoting transparency and integrity in business operations;
5. Promoting an active civil society and raising public awareness.

Corruption should be addressed from both perspectives, regionally and locally. RAI Work Plan and national anti-corruption agendas are mutually influenced and inter-related. Whilst the current Work Plan is build upon the countries needs which are to be addressed regionally, member states shall also consider RAI priorities when setting up their respective Anti-corruption Strategies and Action Plans. The regional approach should also envisage cooperation and exchange of best practices on the corruption links with organized crime and money laundering, assets recovery and proceeds of crime confiscation[2].

There is considerable potential for the resources to be utilised for regional cooperation in the area of anti-corruption[3] and this kind of cooperation obtained a further endorsement by signing, on behalf of RAI member countries' governments, the Protocol amending the MoU on June 11, 2013 in Zagreb.

Nonetheless, it is of outmost importance to tackle corruption also at national level and to develop anti-corruption policies, in consultations with all relevant stakeholders (including civil society and private sector)[4]. Either way, corruption should be addressed strategically and in last two years RAI member countries developed their anti-corruption policy documents in their second or third generations. The role of RAI is partly to support them in implementation and this Work Plan takes into account countries' anti-corruption strategies and action plans, addressing those needs that are common for most of them and which are liable in respect of a regional approach, being also emphasized by the regional forums in Zagreb (July 11, 2013) and Sarajevo (December 9-10, 2013).

In its activity, RAI is committed to work with donor community for providing technical assistance and for developing synergies in program design and implementation on the basis of long-term partnership[5]. At its 17th Meeting in Zagreb (July 12, 2013), RAI Steering Group decided to fully

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[1] The Regional Anti-corruption Initiative Strategic Document, "Commitments".
[2] Regional Strategic Document 2011 – 2013, endorsed by Common Declaration of SEECP Ministers of Justice and Home Affairs, Budva, March 18, 2011.
[3] South East Europe 2020 Strategy – Jobs and Prosperity in a European Perspective, adopted by Ministers representing the Western Balkans economies, Sarajevo, November 21, 2013.
[4] Regional Strategic Document 2011 – 2013, endorsed by Common Declaration of SEECP Ministers of Justice and Home Affairs, Budva, March 18, 2011.
[5] The Regional Anti-corruption Initiative Strategic Document, "Commitments".

support RAI Secretariat's involvement in South East Europe 2020 Strategy. At the Conference of the South East Europe investment Committee in Sarajevo (November 21, 2013), Ministers representing Western Balkans economies endorsed the South East Europe 2020 Strategy – Jobs and Prosperity in a European Perspective (SEE 2020 Strategy), and committed to its effective and efficient implementation.

Since good public governance is a major factor in boosting the attractiveness of the business environment, the Good Governance Pillar of the SEE 2020 Strategy cuts across all other development pillars[6]. The need to counter corruption is essential to the broad goal of promoting growth, since corruption is a major deterrent to investment; but there is also a need to ensure that the work carried out in the SEE 2020 Strategy specifically is not undermined by corruption. That was the reason for envisaging the Anti-corruption Dimension into the Good Governance Pillar of the SEE 2020 Strategy. The overall objective of the Dimension is to formulate coordinated regional measures that seek to reduce corruption in public administration, so as to improve government effectiveness, enhance the business environment and support the implementation of the other pillars. RAI will contribute with its measures to the achievement of the SEE 2020 Strategy goals and this Work Plan 2014 – 2015 searches to launch activities, which shall continue by being developed in the next RAI Work Plans in order to achieve the targets described in Anti-corruption Dimension of SEE 2020 Strategy by 2020.

Furthermore, the First Cycle of the UNCAC Implementation Review Mechanism, which addressed Chapter III (Criminalization and Law Enforcement) and Chapter IV (International Cooperation) is now coming to a close with all the countries in the region having either completed or nearing completion of the review process. The Regional Anti-corruption Conference in Sarajevo (December 9 – 10, 2013), organized to commemorate the 10th anniversary of the adoption and opening for signature of the UNCAC, identified priority needs in the area of anti-corruption. Participants called upon international partners to assist in the formulation and implementation of a technical assistance programme with the technical support of UNODC and UNDP, in cooperation with RAI. The concept note of the Proposed joint Regional Technical Assistance Programme to support the South Eastern European countries in the implementation of anti-corruption policies in line with the United Nations Convention against Corruption will be used as a "framework document" for joint work in the region among UNODC and UNDP (Regional Centre for Eastern Europe and the Commonwealth of Independent States) and RAI in the fields of action set forth therein. RAI will try to integrate activities to be undertaken for achieving priorities identified in its member countries with those to be performed under SEE 2020 Strategy, as well as the activities envisaged by the Regional Technical Assistance Programme to support the South Eastern European countries in the implementation of anti-corruption policies in line with the United Nations Convention against Corruption (UNCAC) in order to avoid fragmentation on the field of anti-corruption in the region.

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[6] See Figure 1 *SEE 2020 Instruments and Measures*, SEE 2020 Strategy.

Separate efforts have to be made for working out the fifth priority measure agreed on when RAI was institutionalized[7] - promoting an active civil society and raising public awareness. Activities on this field will be developed under Measure O.4 of the SEE 2020 Strategy Anti-corruption Dimension. Besides, RAI will cooperate with Southeast Europe Leadership for Development and Integrity (SELDI)[8], an anti-corruption and good governance coalition by 17 civil society organizations in SEE. The objective of this cooperation is to contribute to a dynamic civil society in the region, capable of participating in public debate and influencing policy and decision-making process in the area of anti-corruption and good governance[9].

## II.     RAI priorities and objectives.

RAI Work Plan 2014 – 2015 seeks to converge and integrate strategic needs identified by the high-level forum *Regional Anti-corruption Cooperation in South-Eastern Europe: The Way Ahead* (July 11, 2013, Zagreb), by the Regional Anti-corruption Conference to commemorate the 10th anniversary of the adoption and opening for signature of the UNCAC, as well as by conducting, by the Secretariat, a research on anti-corruption situation in member countries and consultations with national relevant stakeholders.

Some of the needs are covered by the Anti-corruption Dimension targets of the SEE 2020 Strategy, and since it doesn't provide a detailed action agenda for having the targets achieved, RAI, as responsible regional body for their accomplishing, envisages activities to be carried out for this purpose in its own Work Plan. In order to get a better coordination of the overall activities, RAI's priorities and objectives are divided into the targets set up in the SEE 2020 Strategy and those which will have to be formulated by this Work Plan. This delimitation is also impelled by the difference in execution bodies, financial sources for activities' implementation, timeframes, risks and also by monitoring mechanism for measures implementation.

### *South East Europe 2020 Strategy's Anti-corruption Targets*

The Anti-corruption Dimension of the SEE 2020 Strategy proposes to augment the **headline target** (Government's effectiveness) with a three-pronged **set of objectives** that seek to strike a balance between encouraging the implementation of concrete policy objectives and achieving broad progress in fighting corruption:

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[7] See the Regional Anti-corruption Initiative Strategic Document, "Commitments".
[8] Decisions and Conclusions of the 17th RAI Steering Group Meeting, Zagreb, July 12, 2013.
[9] See SELDI Strategy and Action Agenda for Good Governance and Anti-corruption in SEE.

1. achieve a reduction in the amount of bribes paid by households and businesses to the public administration, as measured by a region-wide but national-level survey based on the methodology of the Transparency International Global Corruption Barometer;

2. improve the average score on the World Bank's WGI Control of Corruption index (i.e. one of the elements that goes to make up the overall WGI score) in order to do better than the comparative group of countries with similar income levels,

3. introduce a set of criteria aimed at achieving certified excellence in public procurement procedure and implementation.

The three types of target are a mix of broad and specific, output and input, national and regional. They are intended to complement one another, ensuring that each country has an incentive to work on its own anti-corruption strategy (utilising peer pressure within the region to provide momentum to that end), but also giving the individual countries an interest in the progress of the region as a whole[10].

The regional cooperation in this regard will focus on the targets, *aiming also at*:

a) generating greater peer pressure among countries, and hence provide momentum for their national efforts;

b) providing a forum for sharing experience and building a mutually supportive network of public-sector and private-sector professionals working on aspects of anti-corruption, contributing to the building of a culture of integrity;

c) using the implementation of the anti-corruption framework in individual countries to help create a single market with standardised procedures for companies bidding for state contracts through public procurement.

The key strategic instruments are:

1. **transparent rules**: move away from discretion to rule-based political and administrative decision making by conducting risk assessment, by adopting public, simple and enduring rules;

2. **competitive procedures**: make as mandatory as possible for all government procurement to be competitive with as few barriers to participation as possible (given the nature of the tender) by unifying standards;

3. **revision and control**: introduce regular audits by independent agencies and require ex-ante and ex-post evaluations;

4. **public awareness**: researches, whistleblowers, media and other agencies should be actively supported and their findings considered and given ample publicity;

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[10] Dimension O "Anti-corruption", SEE 2020 Strategy.

5.  **building capacity of law enforcement (anti-corruption) agencies and judiciary** and improve their regional cooperation and data exchange (including mutual legal assistance in corruption cases).

The activities set up in the Chapter III *Action Plan* of this Work Plan are only to start the implementation towards achieving targets mentioned above during the period of 2014 – 2015. The continuation of measures implementation to achieve the targets shall be reflected in the forth-coming RAI Work Plans upon an evaluation of the conducted activities' results.

These goals' accomplishment is determined by certain **risks** that RAI has to consider, besides those stated in *Chapter 4.2 Governance and Monitoring* of the SEE 2020 Strategy.

Firstly, the SEE 2020 Strategy provides very ***limited timeframe*** in respect of some of its activities. For instance the target *O.2 Competitive procedures* has to be achieved in 2014 – 2015. Taking into account the human capacity of RAI Secretariat, together with the wide range of targets envisaged by this Work Plan, making mandatory for all governments procurement to be competitive with a few barriers to participation by unifying standards, within the proposed timeframe, is likely to be too ambitious.

In order to mitigate risks caused by the tight timeframes, RAI Secretariat will start implementing activities for such goals in 2014 – 2015. By the ending period of Work Plan implementation, an evaluation of what has been done and what further needs to be done for complete activities implementation will be conducted. Actions in this regard will be envisaged in the next RAI Work Plan if needed.

Secondly, the ***resources allocated*** for SEE 2020 Strategy implementation at regional level may come with a delay, which undermines in time implementation, or turn out to be insufficient for achieving the anti-corruption targets. RAI Secretariat, in partnership with the Regional Cooperation Council, will seek to apply for funds to different donors, incorporating activities under SEE 2020 Strategy in project proposals.

## RAI Specific Targets

As concluded upon the Conferences in Zagreb (July 11, 2013) and Sarajevo (December 9-10, 2013), but also as identified through the desk research conducted by RAI Secretariat, as well as its formal consultations with national stakeholders in the region, there are more targets to be addressed regionally, not all of them being covered by SEE 2020 Strategy's key measures. Therefore, RAI will target its efforts at three more **goals**.

1. **Recovery of crime related proceeds**. This issue was in focus of Second Evaluation Round of the Group of States against Corruption (GRECO). Eight out of nine countries in the region received from GRECO, in its 2nd Evaluation Round, recommendations related to increasing the efficiency and speed of financial investigations. Most of such countries implemented that kind of recommendations satisfactorily; however the difference between recovered proceeds and the damage amount caused by corrupt behaviors is still appreciable in the region. Moreover, linguistic and cultural similarities make it easy for people to move assets outside national jurisdictions, to acquire property in foreign countries, and to participate in the international corporations governing structures trough possession of shares and assets.

The conclusions of the Sarajevo Conference (December 9 – 10, 2013) expressly indicated on the need to address the issue of crime related proceeds:

"a) It is of vital importance to target the proceeds of corruption as an indispensable component of criminal justice and law enforcement responses. In this context, priority needs to be accorded to putting in place effective and robust domestic confiscation regimes, strengthening the capacity of investigating authorities to conduct financial investigations and further disseminating knowledge on the effective use of asset recovery mechanisms;

b) Asset recovery should be viewed as a strategic priority in broader policies aimed at fighting corruption. …".[11]

2. **Asset disclosure and conflict of interest.** Most of the RAI member countries have established specialized agencies for verification of assets declarations and conflict of interest, for instance: Albania – High Inspectorate of Declaration and Audit of Assets; Bulgaria – Commission for Prevention and Ascertainment of Conflict of Interest; Croatia – Commission for Identification of conflicts of internet; Macedonia – State Commission for Prevention of Corruption; Moldova – National Commission for Integrity; Montenegro – Commission for Prevention of Conflict of Interest; Romania – National Integrity Agency; Serbia – The Anti-corruption Agency. The consultations with some of them (Bulgaria, Romania, Moldova, Macedonia, Serbia) revealed the necessity of a more enhanced cooperation between them not only for sharing the experience, but also for exchanging the information (in line with relevant provisions related to personal data protection).

The same conclusion has been generated by the *Comparative Study* developed by the Regional School of Public Administration:

"1. Red flags: Oversight bodies should compile a list of red flags for triggering a full verification of declarations…

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[11] Conference Report, Regional Anti-Corruption Conference for South Eastern Europe, held in Sarajevo on 9-10 December 2013.

4. Training: A capacity-building programme should be developed for public officials to whose work declarations are relevant. The capacity building should include *inter alia* good practices on handling declarations, using investigative tools, calculating wealth, and solving simulated investigations of complex case scenarios…

5. International cooperation: In view of the rather time-consuming procedures of formal mutual legal assistance, oversight bodies should conclude bilateral or multilateral agreements on data exchange (Article 48 UNCAC)…"[12]

**3. Effective monitoring mechanism for implementation of the national anti-corruption strategies and action plans.** A special need to grow the efficiency of national mechanisms for monitoring the implementation of national anti-corruption strategies and action plans has constantly been mentioned at different national and international forums. There are states that have advanced to 3rd generation of their anti-corruption agendas. Some of these documents are pretty ambitious and their complete implementation can lead to the improvement of the anti-corruption situation in the member countries, but an adequate mechanism for their implementation monitoring is a strong need. The Regional Anti-corruption Conference in Sarajevo (December 9-10, 2013) concluded that national strategies against corruption, accompanied by plans of action for their implementation, have been reported as a common practice in the countries of the region. This, in turn, necessitates enhanced efforts to ensure effective monitoring of such initiatives, as well as improved inter-agency coordination and, where appropriate, institutional reforms for achieving efficiency and better results of the anti-corruption policies[13].

In this context, the main goal is to help countries to establish an effective monitoring mechanism for implementation of the national anti-corruption strategies and action plans.

There are certain **risks** that RAI shall consider while implementing, monitoring and evaluating RAI specific targets.

Firstly, RAI Budget for 2014 is not sufficient for covering the activities to be carried out for accomplishing the three RAI Specific goals. This is the most important risk and it has to be taken into account when monitoring and evaluating the activities implementation. RAI Secretariat will develop project proposals in order to attract funds for fulfilling the measures specified under the Action Plan. It is of outmost importance in order to attract funds to have RAI Chairperson's and each Senior Representative's involvement. All donors' considerations on funding RAI's activities are highly appreciated.

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[12] Comparative Study "Income and Asset Declarations in Practice", ReSPA, 2013.
[13] Conference Report, Regional Anti-Corruption Conference for South Eastern Europe, held in Sarajevo on 9-10 December 2013.

Secondly, taking into account the wide range of targets (both determined by SEE 2020 Strategy and RAI specific needs), the number of activities to be undertaken during 2014 – 2015 period is considerably high. This represents a risk if considering the relatively low capacity of RAI Secretariat. In this context, it is of crucial importance that all RAI Secretariat staff make their best efforts to perform the designed tasks. Both RAI Chairperson and Head of Secretariat should pay special attention to discipline and performance within the office.

Furthermore, RAI Chairperson and Secretariat are tasked to actively engage in the process of consolidating and cooperation with the current RAI partners and also to build new partnerships with other interested stakeholders.

III.     Action Plan for the implementation of the RAI objectives

| RAI activities pillar | Overall objective | Types of activities | Means | Indicators of achievement | Partner Organisations | Timeframe |
|---|---|---|---|---|---|---|
| Promotion of good governance and reliable public administration | **1. transparent rules**: move away from discretion to rule-based political and administrative decision making by conducting risk assessment, by adopting public, simple and enduring rules | 1.1 reviewing current situation and experience in RAI member states on measures to decrease the discretion in political and administrative decision making processes, especially by conducting risk assessment and corruption-proofing of legislation | research conducted by consultants in regard of each member state | studies on current experience of the states in the region completed; conclusions and recommendations endorsed at regional events | RCC; National Anti-corruption Center of Moldova | May – November 2014 |
| | | | conferences to present the national experience and international nest practices / workshops to discuss and improve the researchers' products | | | |
| | | 1.2 providing analytical tools for performing risk assessment and corruption-proofing of legislation for RAI member states | developing handbooks / methodologies | handbooks / methodologies translated, printed and disseminated, electronic version created | RCC | December 2014 – April 2015 |
| | | 1.3 technical assistance to implement measures in their respective countries to accomplish the overall objective | developing of on-line training modules | number of officials trained | RCC | May – December 2015 |
| | | | training of trainers | | | |
| Taking effective measures on the basis of existing | **2. competitive procedures**: make as mandatory as | 2.1 acquaintance of current practices in all RAI member countries on public procurement | research conducted by consultant | a comparative study on public procurement | RCC | November 2014 – March |

| RAI activities pillar | Overall objective | Types of activities | Means | Indicators of achievement | Partner Organisations | Timeframe |
|---|---|---|---|---|---|---|
| relevant international instruments; Promotion of transparency and integrity in business operations | possible for all government procurement to be competitive with as few barriers to participation as possible (given the nature of the tender) by unifying standards | procedures, identifying weak points and best practices; identifying the potential reliable partners with a prominent expertise in the field of public procurement | workshop to have the results of the research presented and discussed | (based on results of the research and conclusions of workshop) in all RAI member countries is developed | | 2015 |
| | | 2.2 identification of best practices, specific measures and standards on public procurement addressing specific issues related to the competitiveness of public procurement in the individual countries and assessment of the possibility of introducing unified standardized procedure for public procurement | regional event on cooperation in the area of public procurement | conclusions and recommendations endorsed at the regional event | RCC | April – August 2015 |
| | | 2.3 establishing next short-term targets for accomplishing the main objective | consultations with national relevant institutions and international partners | short and middle-term targets identified and envisaged in the RAI Work Plan 2016 – 2017 | RCC | September – November 2015 |
| Taking effective measures on the basis of existing relevant international instruments; Promotion of good governance and reliable public | **3 revision and control**: introduce regular audits by independent agencies and require ex-ante and ex-post evaluations | 3.1 acquaintance of current practices in all RAI member countries on revision and control procedures, identifying weak points and best practices | research conducted by consultant | a comparative study on revision and control | RCC | July 2014 – October 2015 |
| | | | workshop to have the results of the research presented and discussed | (based on results of the research and conclusions of workshop) in all RAI member countries is developed | | |

| RAI activities pillar | Overall objective | Types of activities | Means | Indicators of achievement | Partner Organisations | Timeframe |
|---|---|---|---|---|---|---|
| administration | | 3.2 establishing the next short-term targets for accomplishing the main objective | consultations with national relevant institutions and international partners | short and middle-term targets identified and envisaged in the RAI Work Plan 2016 – 2017 | RCC | November – December 2015 |
| Promoting an active civil society and raising public awareness | **4 public awareness**: researchers, whistleblowers, media and other agencies should be actively supported and their findings considered and given ample publicity | 4.1 promoting public-private partnership between government, the private sector, and the civil society in awareness raising on corruption and anti-corruption | common awareness raising campaigns between government and non-governmental organizations / knowledge sharing platforms and/or forums | training modules developed; number of events organized | RCC; SELDI Network; Directorate for Anti-corruption Initiative of Montenegro | March 2014 – December 2015 |
| | | 4.2 enhancing cooperation between public sector and civil society in monitoring the implementation of anti-corruption policies | conferences/workshops/round tables | national monitoring mechanisms on anti-corruption policies implementation are improved | RCC; SELDI Network; Directorate for Anti-corruption Initiative of Montenegro | March 2014 – December 2015 |
| | | 4.3 boosting the protection of whistleblowers | research conducted for identification of existing practices in the region | recommendations for member states on whistleblowers' protection are developed | RCC; Ministry of Justice of Serbia; Ministry of Security of Bosnia and Herzegovina | November 2014 – December 2015 |
| Taking effective measures on the basis of existing | **5 building capacity of law enforcement (anti-corruption)** | 5.1 strengthening regional cooperation between Anti-corruption Agencies | conferences, training sessions, practical technical assistance | conclusions of events organized | UNODC; UNDP; RCC; Asset | March 2014 – December |

| RAI activities pillar | Overall objective | Types of activities | Means | Indicators of achievement | Partner Organisations | Timeframe |
|---|---|---|---|---|---|---|
| relevant international instruments | **agencies and judiciary** and improve their regional cooperation and data exchange (including mutual legal assistance in corruption cases) | | in relation to the mutual legal assistance | | Recovery Office of Romania | 2015 |
| | | 5.2 mapping of anti-corruption agencies, special prosecutor's units and integrity institutions in the South East Europe | developing a handbook / online database with detailed info on regional bodies related to anti-corruption | handbook / online database developed | | |
| Taking effective measures on the basis of existing relevant international instruments | **6 recovery of crime related proceeds** | 6.1 enhancing the capacity of law enforcement to conduct financial investigations | technical assistance activities | number of events organized/co-organized; number of officials trained | UNODC; UNDP | March 2014 – December 2015 |
| | | 6.2 strengthening the capacity of investigating authorities to effectively use asset recovery mechanisms (including forfeited property management) | technical assistance activities | | UNODC; UNDP; Asset Recovery Office of Romania | March 2014 – December 2015 |
| Strengthening legislation and promoting the rule of law | **7 asset disclosure and conflict of interest** | 7.1 enhancing the regional cooperation of the oversight bodies | revitalization of Integrity Experts Network | conclusions and recommendations of regional events with oversight bodies | ReSPA | April 2014 – April 2015 |
| | | | adoption of a Regional Agreement / MoU on data exchange | regional agreement / MoU signed | | |

| RAI activities pillar | Overall objective | Types of activities | Means | Indicators of achievement | Partner Organisations | Timeframe |
|---|---|---|---|---|---|---|
| | | 7.2 building capacity of the oversight bodies | Integrity Experts Network | number of officials trained | UNODC; UNDP; | April – July 2014; May – September 2015 |
| | | | development of an on-line training module | | | |
| Strengthening legislation and promoting the rule of law | **8 effective monitoring mechanism for implementation of the national anti-corruption strategies and action plans** | 8.1 sharing best practices and identifying weak point of an anti-corruption strategy/action plan monitoring mechanism | regional events | conclusions and recommendations of the regional events | UNODC; UNDP; SELDI; Asset Recovery Office of Romania; National Anti-corruption center of Moldova; Directorate for Anti-corruption Initiative of Montenegro; Albanian Ministry of State on Local Issues | August – November 2014 |
| | | 8.2 developing and promoting a Methodology on monitoring mechanism of an anti-corruption strategy/action plan implementation | consultancy services | developed Methodology | | December 2014 – April 2015 |
| | | | workshops / conference | | | |

## IV.    Monitoring and Evaluation

Implementation of RAI Work Plan is a shared responsibility between the Secretariat, RAI member countries and partners. In order to ensure that activities will flow in accordance to agreed plan and that they fulfill planed objectives, a system for Work Plan monitoring has to be put in place.

Monitoring of the activities implementation to achieve the SEE 2020 Strategy goals will be carried out accordingly to the mechanism described in details in Chapter 4.2 *Governance and monitoring* in the SEE 2020 Strategy. In this regard, the function of RAI as the dimension coordinator for *Governance for Growth* Pillar of the SEE 2020 Strategy is to help coordinate the implementation of the Anti-corruption Dimension and to provide a regional platform for policy peer reviews and monitoring of progress[14]. Senior Representatives, or persons appointed by them, will serve as focal points for accumulating information on measuring the qualitative and quantitative indicators, as well as the impact/outcome of Strategy's implementation.

The monitoring of the activities for RAI specific targets implementation will be carried out in the framework of the RAI Steering Group. As RAI Chairperson oversees the enforcement of the decisions taken by the Steering Group[15], s/he will play the pivotal role in monitoring of the implementation of RAI specific objectives. The Chairperson is entitled to give strategic guidance to the RAI Secretariat in order to ensure the achievement of the Work Plan's objectives[16].

At the end of Work Plan period, before the next Work Plan is drafted, RAI Secretariat will analyze the data on activities' implementation during 2014 – 2015 for assessing the strengths and weaknesses to be taken into account for the next Work Plan in order to improve the effectiveness of the strategic planning. The evaluation will be carried out on the basis of Annual Progress Reports that should be presented by the Senior Representatives of each of the RAI member countries. Findings of the evaluation will be reflected in a report prepared by the Secretariat and adopted by the Steering Group. Evaluation inputs from RAI member countries and partners will be collected and analyzed. The report will serve as a base-line study, describing the situation against which progress will be assessed and comparisons will be made. The next RAI Work Plan must be drawn up taking into account the findings of the report.

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[14] Chapter 4.2 of the South East Europe 2020 Strategy – Jobs and Prosperity in a European Perspective, adopted by Ministers representing the Western Balkans economies, Sarajevo, November 21, 2013.
[15] RAI Strategic Document, Annex 2 *Terms of Reference for the Chairman, Mission and goal description.*
[16] RAI Strategic Document, Annex 2 *Terms of Reference for the Chairman, Role and responsibilities (5).*

REGIONAL ANTI-CORRUPTION INITIATIVE
◦ SECRETARIAT ◦

Annex 1. Timetable of activities implementation

| Months 2014/2015 | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Activities | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1.1 | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | | | | | | |
| 1.2 | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| 1.3 | | | | | | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 2.1 | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | | | | | | | | | |
| 2.2 | | | | | | | | | | | | | | ■ | ■ | ■ | ■ | | | | | | | |
| 2.3 | | | | | | | | | | | | | | | | | ■ | ■ | ■ | | | | | |
| 3.1 | | | | | | | | | | | | | | | | | | ■ | ■ | ■ | | | | |
| 3.2 | | | | | | | | | | | | | | | | | | | | | | | ■ | ■ |
| 4.1 | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 4.2 | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 4.3 | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 5.1 | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 5.2 | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| 6.1 | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 6.2 | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| 7.1 | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| 7.2 | | | | ■ | ■ | ■ | | | | | | | | | | | ■ | ■ | ■ | ■ | | | | |
| 8.1 | | | | | | | | ■ | ■ | ■ | ■ | | | | | | | | | | | | | |
| 8.2 | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | | | | | | | | |

Page 16