

# **RAI Work Plan 2023–2025**

*We look for better anti-corruption solutions  
together*

## Table of Contents

Acknowledgments .....	3
Abbreviations.....	4
I. Background .....	5
II. RAI Strategic direction and objectives .....	6
III. Strategic outlook of RAI 2023 and beyond .....	11
IV. Fundraising Strategy .....	13
V. Monitoring and Evaluation .....	13
Annex 1 – Logical Framework .....	19

## **Acknowledgments**

RAI Work Plan 2023-2025 represents a compilation current project addressing the national needs, international commitments, and regional and global demands. Its intention is to consolidate and lead regional efforts in anti-corruption and to inform wider anti-corruption community, our stakeholders and donors about RAI's strategic direction and actions.

The Work Plan 2023-2025 is a product of joint efforts of RAI Secretariat and the representatives of its member 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 2021-2022 and during the preparation of the new Work Plan 2023-2025.

*We look for better anti-corruption solutions together.*

## Abbreviations

ADA	Austrian Development Agency
CEF	Centre of Excellence in Finance
CoE	Council of Europe
CPL	Corruption Proofing of Legislation
CRA	Corruption Risk Assessment
COVID-19	Corona Virus Disease 2019
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
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
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
RCC	Regional Cooperation Council
SEE	South Eastern Europe
SELDI	Southeast European Leadership for Development and Integrity
SG	Steering Group
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
UNSC	United Nations Security Council
WB	Whistleblowing
WB	Western Balkans

## I. Background

RAI is a regional inter-governmental organization which in the past decade has become the primary regional anti-corruption hub in Southeast Europe. RAI Secretariat has built a common regional platform for dialogue among the governments, as well as civil society and has efficiently addressed its activities through tailored made actions, peer-to-peer learning and exchange of new knowledge, modern communication tools and sharing good practices in a multidisciplinary setting.

In stipulating its strategic objectives, RAI relies on its previous experiences and follows the needs of its member countries as well as global trends. The key focus of this Work Plan remains on progress in implementation of the key anti-corruption commitments and pledges, on enhancing transparency, public administration integrity, awareness raising, and result-oriented application of anti-corruption mechanisms in priority areas. RAI Secretariat will continue the adopted inclusive approach for equal extension of the programmatic activities to all its member countries and beneficiaries.

RAI Secretariat also remains committed to avoiding overlapping and ensuring synergies with the projects implemented by various international organizations, beneficiaries, and stakeholders in the Southeast Europe related to the reforms in the field of good governance, rule of law, and anti-corruption. In an international context, RAI Secretariat keeps track of the implementation of the RAI members' obligations deriving from the key anti-corruption monitoring mechanisms<sup>1</sup>.

RAI strategic directions are in line with the European Union accession agenda towards strengthening the Western Balkans systems in preventing corruption, increasing transparency, including private sector and civil society, improving the whistleblowing and conflict of interest policies, digitalization of the region towards transforming public services and involving the youth in the anti-corruption agenda. RAI Secretariat will especially take into account the recommendations of the new European Commission Enlargement Package 2022<sup>2</sup> which requires implementing the reforms through prioritizing key issues, close monitoring of implementation and delivery of concrete results, developing indicators, and a measurable impact of corruption-prevention reforms.

The new reality imposed by the post COVID-19 era and new challenges for all European countries following the war in Ukraine require adaptation of traditional work, training and program modalities and shifting focus towards IT technology in keeping the activities and communication going. The pandemic provoked new corruption risks, especially in the public health and procurement. There is also a demand for greater mobility of the anti-corruption bodies in connection with the CSOs and independent media. The Work Plan attempts to recognize and encompass these challenges in its strategic approach.

---

<sup>1</sup> GRECO Evaluation Processes: <https://www.coe.int/en/web/greco/evaluations/about>

<sup>2</sup> Enlargement Package - a set of documents explaining its policy on EU enlargement: [https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/strategy-and-reports\\_en](https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/strategy-and-reports_en)

## II. RAI Strategic direction and objectives

The overall objective of the Work Plan for 2023 –2025 is to support countries in the implementation of evidence-based anticorruption reforms and enforcing anticorruption legislation in targeted fields and selected sectors according to the national strategies and in line with the international standards established by the UN Convention against Corruption, CoE Criminal Convention on Corruption, as well as other relevant international instruments and best practices.

RAI Secretariat planning and implementation process has been extended from two to three years providing a more strategic approach to the planning and allowing for a longer implementation span.

Participation of the RAI member countries in the Work Plan development has been ensured by the exchange of views and brainstorming thematic sessions at the 36<sup>th</sup> and 37<sup>th</sup> Steering Group Meetings. The discussion papers and the indicative course of action were developed that served as a starting point and an outline for the new Work Plan that was reviewed and adopted at the 38<sup>th</sup> RAI Steering Group Meeting in Bucharest, Romania.

In parallel, as an integral part of the planning cycle, RAI Secretariat has conducted the evaluation and prepared the Evaluation Report for the implementation of the Work Plan 2021-2022. The recommendations and lessons learned, challenges, and results achieved during the implementation period deriving from the Evaluation Report and other evaluations and progress reports over the past two years were considered and incorporated.

In the 2023-2025 Work Plan, RAI Secretariat has further consolidated its approach focusing on five strategic objectives, three crosscutting topics, and a number of potential areas of interest. The consolidation process allowed for a more concentrated approach to the implementation of RAI mandate thus providing member countries with targeted assistance aligned with their needs and priorities.

The analysis of the Work Plan 2021-2022 implementation led to the review and re-structuring of the objectives and further prioritization of actions. The new articulation better reflects the strategic value of the document and allows some agility in interpretation of the implementation methodologies. This was also required considering available human and financial resources, as well as available capacities and priorities of the member countries, stakeholders, and partners.

In the 2023-2025 Work Plan, RAI Secretariat is strengthening the strategic approach by providing member countries with in-depth assistance covered by the strategic objectives, crosscutting topics, and potential areas of interest. In line with this, the Work Plan 2023-2025 includes:

### I. Strategic Objectives

1. Amplifying regional cooperation in asset disclosure and conflict of interest
2. Strengthening capacities and resilience of public institutions and public policies
3. Enhancing the culture of integrity in the institutions and the general public
4. Enhancing regional cooperation and strengthening institutional capacities in asset recovery
5. Contributing to stability and peace through building integrity and curbing corruption in the security sector

### II. Crosscutting topics

1. Gender mainstreaming the programmes and due diligence
2. Awareness raising with the general public and youth
3. Digitization of anti-corruption as a global trend

### III. Potential areas of interest

1. Public procurement
2. Promoting integrity in the private sector
3. Promotion of judicial integrity

Logical Framework at the end of the document provides an overview of the five strategic objectives set for the next three years. The table presents specific objectives as well as actions, anticipated results and estimated budgets, whilst the subsequent paragraphs provide insight into the rationale and overall ambitions.

---

<sup>3</sup> <https://rai-see.org/36th-meeting-of-the-rai-steering-group/>

## I. Strategic Objectives

The strategic objectives of the 2023-2025 Work Plan are designed based on the results achieved, consultations, and processes initiated in the 2021-2022 period and prior. Four of the objectives are practical continuation from the former Work Plan and one is new. The objectives have been redesigned to reflect the new three-year cycle and the last objective is a reflection of the global and regional trends.

### **Strategic Objective 1: Amplifying regional cooperation in asset disclosure and conflict of interest**

International Treaty for Exchange of Data for Verification of Asset Declaration, as a legal framework for ensuring international exchange on data disclosure was developed and negotiated during the ADA-funded Regional Programme (2015-2020). During the 2023-2025 Work Plan period, RAI Secretariat aims to have all the Western Balkan countries signed the International Treaty on Exchange of data from Asset Declarations<sup>4</sup>. Advocacy actions revolving the International Treaty coupled with the support to signatories with its implementation remains at the core of this objective.

International Treaty is a tool which allows domestic integrity institutions to thoroughly verify the veracity of asset declarations of their national officials. Operationalisation of the International Treaty will entail advocating for legislative changes in targeted jurisdictions from and beyond the region. It will also entail actions on establishing, facilitating coordination and cooperation for the regional network of focal points. Consequently, the Treaty will institute a unique international framework for cooperation on data exchange in asset disclosure, that the jurisdictions from and beyond the region will benefit from.

RAI Secretariat will also welcome other signatories through its advocacy campaign, particularly RAI member countries that are also members of the EU. The Work Plan period will also be used to provide support in the preparatory work for implementation into the national practice and developing a regional framework and mechanisms for data exchange.

The objective is aligned with the national strategies and priorities for strengthening capacities for verification of the asset declarations, as the key preventive tool for illegal enrichment and conflict of interest of public officials.

Possible synergies could be achieved with the Regional Anti-corruption and Illicit Finance Roadmap for Western Balkans<sup>5</sup>. The ACIF Roadmap focuses on three shared priority areas that were determined through jurisdiction-based consultations and regional consultation. One of the objectives is further strengthening conflict of interest and asset declaration systems in the Western Balkans. The RAI Secretariat, together with UNODC supports Western Balkan jurisdictions in implementing the ACIF Roadmap and the commitments made in its framework.

Funding for this objective is partly secured through the current ADC and UNODC Projects.

### **Strategic Objective 2: Strengthening capacities and resilience of public institutions and public policies**

RAI Secretariat is committed to this objective for over six years. The next three years it will remain focused on two main directions: 1) strengthening the quality of the legislative process through enhancing the capacities of the legislative bodies and the CSOs to implement the corruption proofing of legislation (CPL). It will target CPL opportunities in the areas most affected by corruption, thus strengthening the implementation of the mechanisms for detection and minimisation of the risk of future corruption in the legislation drafting.

In parallel, RAI will work on the second direction: strengthening the implementation of the corruption risk assessment (CRA) mechanisms. This will be achieved through a set of measures aimed at enticing and supporting the relevant government officials and appropriate governmental bodies to move away from discretionary decision-making to rule-based political and administrative decision-making, by way of implementing the corruption risk assessment mechanisms. Continued actions under this strategic objective will provide relevant national authorities with expert assistance in fortifying the implementation of the CRA mechanism and introducing and implementing methods for assessing its effectiveness.

As a continuation of programmatic activities implemented under the previous Work Plan, RAI Secretariat adjusted the programmatic approach in relation to strengthening capacities for implementation of CPL and CRA that would enable achieving more tangible results, as well in strengthening the CSOs capacities in their control function. RAI Secretariat will

---

<sup>4</sup> <https://rai-see.org/what-we-do/regional-cooperation-in-asset-disclosure/>

<sup>5</sup> [https://www.unodc.org/documents/southeasterneurope/AC\\_and\\_Illicit\\_Finance\\_Roadmap\\_Full\\_25.06\\_PDF.pdf](https://www.unodc.org/documents/southeasterneurope/AC_and_Illicit_Finance_Roadmap_Full_25.06_PDF.pdf)

continue to work together with the anti-corruption agencies on identification of the sectors where needs are the highest and where the most impact can be achieved.

Main focus will be on delivering trainings and other capacity building actions for CPL and CRA implementation in the identified sectors, paired with support to the national authorities in monitoring the implementation and assessing the impact of these mechanisms.

Funding for this objective is partly secured through the current ADA Project.

### **Strategic Objective 3: Enhancing the culture of integrity in the institutions and the general public**

The fight against corruption is always more than bringing culprits to justice and removing deficiencies and loopholes conducive to the crime. It is also about changing peoples' attitudes towards corruption and misconduct. Public support is therefore fundamental to the success of anticorruption efforts.

Through activities under Strategic Objective 3, RAI Secretariat will target audiences like the youth, the public sector, CSOs, business organizations and the general public, to promote anticorruption public attitudes and efforts through the enhancement of whistleblowing enforcement and whistleblower protection.

The program areas will include strengthened legal certainty and reduced implementation gaps, capacity building of all sectors (public, private and non-governmental), public awareness raising and youth education. While capacity building activities and publicity projects will be organized under different program areas, there will be much collaboration across program areas to achieve synergy and maximize impact.

In supporting its member countries and beneficiaries to improve whistleblowing practices, RAI Secretariat will build upon its previous work as well as the results achieved to date. Such examples of previous work include: Gap Analysis of Whistleblower Protection Laws in the Western Balkans and Moldova, Model Provisions for Whistleblower Protection Laws; on-line tools to enable capacity building assessment of whistleblower protection systems and educate the public about disclosure channels and protection mechanisms; training materials; public awareness and education materials and campaigns, as developed under the regional project 'Breaking the Silence: Enhancing Whistleblowing Policies and Culture in Western Balkans and Moldova' (April 2020 – March 2023) funded by European Union. Funding for follow-on activities is yet to be secured.

### **Strategic Objective 4: Enhancing regional cooperation and strengthening institutional capacities in asset recovery**

RAI Secretariat's efforts will continue to be focused on enhancing regional cooperation and strengthening the capacity of key national institutions to develop and implement good practices in asset recovery in line with international and European standards. Following the successful implementation of the short-term Asset Recovery project and the two-year Regional Asset Recovery Project (2018-2021), RAI Secretariat in partnership with AIRE Center is currently implementing a second Regional Asset Recovery Project (2021 – 2024) that aims to foster regional cooperation through:

- Establishing a regional network of asset recovery professionals so that communication, dialogue and cooperation in the region can continue to grow, helping to embed relevant international standards;
- Supporting negotiations between jurisdictions on comprehensive bilateral and multilateral asset sharing agreements harmonised with international conventions and best practices;
- Developing and advocating the adoption of a standardised model of statistical collection and analysis in the Western Balkans;
- Capacity building programmes for key institutions, especially through identifying and sharing best practice and lessons learned.

RAI Secretariat will further strengthen relationships with the key national and regional stakeholders, with the aim to establish solid partnerships for further promotion and enhancing regional cooperation in the field of asset recovery.

### **Strategic Objective 5: Contributing to stability and peace through building integrity and curbing corruption in the security sector**

Emerging global challenges accelerated RAI Secretariat's agenda on enhancing transparency and integrity in the security



sector. Focus will be paid to internal oversight units and their capacity to implement the GRECO recommendations for the prevention of corruption and promoting integrity stemming from the GRECO Fifth Round of Evaluation. The latest threat assessment by Europol, which has been accepted by the European Commission in its strategic security documents, notes that corruption is a potent tool of organized crime<sup>6</sup>.

Considering that this specific topic needs to be treated through a multi-disciplinary approach, RAI Secretariat will seek for partners and with the beneficiaries to identify the possible project ideas for supporting the units for professional standards and internal control and for developing corruption risk management.

Possible partners in the areas of security are MARRI, DCAF, GRECO, EPAC and selected CSOs. IISG Platform will also be used as a resource for the identification of fields of work as well as partners among other stakeholders in the Security Sector. RAI Secretariat will seek to continue the cooperation with the RACVIAC in the field of promoting the integrity and prevention of corruption in the specific areas of the Security Sector, including the Defence Sector.

## II. Crosscutting topic

**Gender mainstreaming** – In the broader context of the RAI policies on upholding human rights, RAI incorporated a human rights based approach in its internal policies in 2016. Ever since, RAI Secretariat keeps promoting anti-discrimination by promoting that the impact of corruption is looked at from all perspectives, including gender, disability and poverty.

Gender mainstreaming as a cross-cutting topic has been integrated in the RAI Secretariat projects and programmes. Partners and beneficiaries are also encouraged to assume a gender aware approach in the implementation of projects activities and beyond. Collection and analysis gender disaggregated data where possible in the course of implementing its activities, monitoring and reporting.

The importance of ensuring balanced gender representation in RAI Secretariat's work will be continually outlined. Through equal participation of men and women in its activities, RAI Secretariat will aim at empowering both genders equally, by equipping them with knowledge and skills to contribute to anti-corruption efforts in their local context.

RAI Secretariat will continue to use gender sensitive language in its daily work.

**Awareness raising** – Public awareness actions are one of the key components of the anti-corruption. This is why RAI Secretariat continuously works on the integration of communication efforts in its projects. Failing to educate the public on the consequences of corruption, as well as available preventive mechanisms decreases the effectiveness of the national and regional efforts to curb corruption.

Public awareness is also important to increase enthusiasm and support, stimulate self-mobilisation and action, and mobilise local knowledge and resources.

RAI Secretariat utilizes social media platforms Facebook, Tweeter, Instagram, and LinkedIn for sharing stories, narratives, and photos, providing facts and data in a consumable way, which engages an audience by helping them understand. The work to create awareness helps to build a community around an issue.

The EU funded regional project on protection of whistleblowers 'Breaking the Silence: Enhancing the whistleblowing policies and culture in Western Balkans and Moldova' is an excellent example of the type of awareness the Secretariat would like to engage in cross board. Enhance the public awareness, especially of youth, about the importance of whistleblowing in the fight against corruption through videos, social experiment, performances and social media.

**Digitalization of Anti-Corruption** - With the changes brought on by the pandemic and other global challenges, the importance of ensuring quality online learning resources in anti-corruption has soared. New partnerships with other international organizations enabled access to their online anti-corruption resources available on the RAI website<sup>7</sup>.

RAI Secretariat will continue to build and strengthen the regional online learning platform as a regional hub for learning products and for greater online connectivity. Further efforts will be made towards seeking more funding for the development of more online anti-corruption courses.

## III. Potential areas of interest

---

<sup>6</sup> : <https://www.europol.europa.eu/media-press/newsroom/news/serious-and-organised-crime-in-eu-corrupting-influence>

<sup>7</sup> <http://www.rai-see.org/online-training/>

Potential areas of interest are topics that have importance for RAI and its members, but not defined as strategic priorities. Certain areas of interest graduate to the Strategic Objective level whilst other topics are no longer in the focus at all.

Bearing in mind the capacity of the RAI Secretariat, firm commitments can be made only in terms of further exploring the topic and possibly engaging if the adequate project or a partner is identified. Hence, the areas of interest are briefly elaborated in this chapter and are not further elaborated in the Logical Framework.

### **Public procurement**

The area of digitalization of procurement procedures continues to be of key importance in strengthening procurement in the new global context. Considering the new realities, particularly the vulnerability of the health sector, the RAI Secretariat will continue to explore the avenues towards having activities in the sector subject to the interest by its member countries and the availability of funds.

Potentially, RAI could work in the field of public procurement through research activities to detect the corruption risks and policies for promoting the transparency and integrity of the processes overall. Possible synergies could be achieved with the ACIF Roadmap<sup>8</sup> implemented by UNODC in cooperation with the RAI Secretariat. The ACIF Roadmap focuses on three shared priority areas that were determined through jurisdiction-based and regional consultations. One of the objectives is preventing and countering corruption in public procurement, including in times of crises.

Another partner could be the CEF in the area of knowledge sharing and learning in the area of financial control as one of the key elements to ensure good governance and transparency and integrity in public spending.

### **Integrity in Private Sector**

Working more actively with the private sector remains an ambition of the RAI Secretariat. Although there are instances of branching out particularly at the project level, it is still an area that needs exploring. Meanwhile, RAI Secretariat continues to participate as an Expert Partner in the implementation of the Norway-funded project “Implementing shared anti-corruption and good governance solutions in Southeast Europe: innovative practices and public-private partnerships” with the focus on the pillar: Established Regional Good Governance Public-Private Partnership Platform (R2G4P). The Platform combines RAI’s public sector cooperation capacity with SELDI’s expertise to create a sustainable regional public-private partnership for shared good governance solutions. With at least 22 members, holding meetings at least once annually and joint task forces informing the work of the Platform, the R2G4P is an excellent opportunity for RAI Secretariat to engage with the private sector and further explore options for cooperation. Another important touching point is under the ADC funded Regional Project for enhanced cooperation among the CSOs with the private sector and its engagement for more effective contribution to the UNCAC Reviewing process. RAI Secretariat used the opportunities to further explore the possibilities for a closer cooperation with the Chambers of Commerce and business associations. Possible partners could also be the WB6 Chamber Investment Forum and the OECD.

### **Promotion of judicial integrity**

Judiciary as a guarantor for protecting human rights should play a key role in the prevention and fight against corruption. Mechanisms should be built to develop effective conflict of interests, whistleblowing, and asset disclosure policies and for promoting the culture of judicial integrity. In this regard, a partnership will be enhanced with the UNODC Global Judicial Integrity Group towards promoting the RAI and UNODC publications and education tools and UNODC training sites in the SEE judiciaries, and the potential organisation of joint webinars<sup>9</sup>. RAI continually works on closer cooperation with the GRECO in assisting countries to fulfil their recommendations issued in the Fourth Round Evaluation on the prevention of corruption in respect of the judges and the prosecutors.

---

<sup>8</sup> [https://www.unodc.org/documents/southeasterneurope/AC\\_and\\_Illicit\\_Finance\\_Roadmap\\_Full\\_25.06\\_PDF.pdf](https://www.unodc.org/documents/southeasterneurope/AC_and_Illicit_Finance_Roadmap_Full_25.06_PDF.pdf)

<sup>9</sup> UNODC Global Judicial Integrity Network seeks to develop and strengthen global guidance and technical materials on judicial integrity and anti-corruption, as well as to provide technical assistance to support judiciaries in the development and implementation of strategies, measures and systems to strengthen integrity and accountability in the justice system, <https://www.unodc.org/ji/>.

### **III. Strategic outlook of RAI 2023 and beyond**

#### **1. Institutional and organizational capacities**

##### **a) Human resources**

RAI Secretariat will continue its work on upgrading the internal policies as a part of the organizational development which enabled expansion of the staff, competitive and merit-based recruitment, performance management processes and advanced conflict of interest and whistleblowing policies.

RAI Secretariat will also continue with investing into the internal capacities, with primary focus on communication, EU and other donor funding and monitoring and evaluation. These are all areas with room for growth and diversification.

It remains of great importance to have the Steering Group members nominated on a long run, in order to maintain a continuous dialogue and ownership of RAI activities. This approach allows for better targeting of the beneficiaries' needs.

##### **b) Promoting and strengthening RAI as a regional knowledge and expertise hub**

RAI Secretariat started with the establishment of the regional learning hub and a Roster of experts from the region to be used for the needs of RAI Secretariat, member states and partners. These steps are allowing the organization to be more interactive and user friendly for the beneficiaries in the region and beyond.

Further work is needed on translating RAI Secretariats efforts to online products. During the next three years, further courses will be considered as well as other forms of online learning and communications.

##### **c) RAI as an international organisation: starting the process of elevating organizations' strategic position**

RAI Secretariat has made several positive achievements in relation to the strategic and organizational capacities over the last ten years and in particular last two years. This is a trend that should be capitalized on by enhancing the position of the organization in the international fora. A possible path to this is negotiating a new international agreement between the RAI member countries. In this regard, the RAI Secretariat will continue cooperate with similar international organizations in the region to learn about different paths forward as well as challenges and opportunities. RAI Secretariat will also continue consultations with the relevant stakeholders in member countries.

Another strategic path opened at the 37th Steering Meeting in Sofia, Bulgaria, when Member Countries formally agreed that RAI should pursue Observer status at the Conference of State Parties (CoSP) to UNCAC. CoSP is the main policymaking body of the United Nations Convention against Corruption. Romania has committed to facilitating the process of application preparation and submission. This process would be completed with support of RAI Secretariat, and with the understanding that some, or all member countries of RAI, would sponsor the application. Obtaining Observer status to UNCAC would provide the organization with ample credibility and would bring it forward into international arena. RAI Secretariat would be able to advocate for its member countries on this widest anti-corruption platform in the world.

##### **d) Expanding to new member countries**

RAI Secretariat will continue its strong efforts toward expansion of RAI membership to other countries and relevant organisations. Primarily observer countries will be pursued to become member country. These are Slovenia, Poland and Georgia. Other countries will be approached and consulted about the potential of joining RAI either as an observer or as a member. These are Greece and Cyprus respectively. RAI Secretariat will seize the opportunity if another country or an organization shows interest in the work of RAI. With the diversification of projects and general stronger outreach of the RAI Secretariat, it is anticipated there will be more of such opportunities.

#### **2. Cooperation and partnerships**

RAI Secretariat will continue to strengthen its partnerships and good relations with the regional and international organizations, networks and institutions. In parallel Secretariat will continue to identify new partners and initiatives in the anti-corruption field. The objective of these efforts is to further promote RAI and its member countries anti-corruption efforts and look for opportunities for growth.

Particular attention will be paid on constant coordination and consultation to reduce the overlapping with the other anti-corruption projects present in Southeast Europe. One of the prime examples is RAI joining the **IISG Platform**<sup>10</sup>. The platform has been initiated as part of the EU's action to improve cooperation with the Western Balkans region on security issues. The establishment of the IISG Secretariat under the auspice of the RCC will allow the RAI Secretariat to participate in the development of the multi-action plans. It will also allow for the identification of synergies and early identification of possible overlaps. This approach should reduce the risks of overlapping with the other organisation's project outcomes and will allow the RAI Secretariat to redirect funds and other resources where they are needed the most.

RAI will invest more efforts in enhancing the external communications, PR and advocacy policies by expanding the social media presence for promoting the project activities and visibility of its work through redesigning its social media outreach.

The overall evaluation of the last two years showed an increase in targeted actions delivered and results achieved at the regional level as well as at the sub-regional level, number of partnerships established and increase in visibility. RAI Secretariat contributes this to the growing network of partners. Some of the key partners are listed below.

The partnership with the **European Commission** will continue with the implementation of the EU-funded Regional Project on whistleblowing. RAI Secretariat continues to follow the latest trends in the EC anti-corruption portfolio and will support the member countries in the implementation of the EU standards and best practices in the particular anti-corruption fields. The current project ends in 2023 and the RAI Secretariat is looking into opportunities to continue the cooperation with the EU.

RAI will continue with the implementation of the MoU with **Central European Initiative** CEI to the best extent possible. CEI has kindly supported two RAI Secretariat's projects in 2021: 16<sup>th</sup> RAI Summer School and the development, and promotion of the online course on Corruption Risk Assessment. Further collaboration is expected in the next three years.

Under the second ADC-funded Regional Project, RAI and the **UNODC CSO Unit** are partnering on the collective action of civil society in monitoring the implementation of UNCAC. The component of the combined state and civil society approach is embedded in all project objectives and partnership is further strengthened through organizing joint activities and on promoting each other visibility.

Since 2021 RAI Secretariat is also formally cooperating with the **UNODC Regional Programme for South-eastern Europe**. RAI Secretariat is a partner on the implementation of the ACIF Roadmap. Overall, the RAI Secretariat will continue this cooperation as an implementing partner during the Work Plan period. And it will also advocate the Western Balkan countries positions within the framework of the action.

RAI Secretariat has a long-standing cooperation with the **OECD**. Currently, RAI Secretariat is supporting the implementation of the performance anti-corruption indicators and it participated in the development of the SEE Competitiveness Outlook 2021<sup>11</sup>. Further steps are underway to strengthen the cooperation even further and potentially capitalize on a more robust partnership in the region.

RAI Secretariat actively cooperates with **SELDI Network** in the implementation of the Norway-funded project "Implementing shared anti-corruption and good governance solutions in Southeast Europe: innovative practices and under public-private partnerships" with the focus on the pillar: Established Regional Good Governance Public-Private Partnership Platform (R2G4P). The partnership with SELDI is a longstanding one that allows exchange with civil society from the region and opens doors for new partnerships and projects.

---

<sup>10</sup> Integrative Internal Security Governance Platform: <https://wb-iisg.com>

<sup>11</sup> [https://www.oecd-ilibrary.org/development/competitiveness-in-south-east-europe-2021\\_dcbc2ea9-en](https://www.oecd-ilibrary.org/development/competitiveness-in-south-east-europe-2021_dcbc2ea9-en)

RAI Secretariat and **AIRE Center** cooperation continues through the implementation of the new AR Asset Recovery Project II “Combating corruption and Organized Crime in the Western Balkans through strengthening regional cooperation in asset recovery” 2021-2024 supported by the UK government. Based on the lessons learned and past experiences, the work is focused in further enhancing the capacities of the asset recovery practitioners, development of online platform that serves as a ground that enables exchange of good practice, case-law and experiences, and publishing of the knowledge resources, and further operationalization of the established Alumni Network. RAI Secretariat will continue to seek funding to enable participation of Bulgaria, Croatia, Moldova and Romania in project activities as was the case so far.

RAI will continue to build its image as a leading anti-corruption organization in Southeast Europe. This entails continually building partnerships and promoting its work as well as the work and achievements of the peers in the region as well as other organisations that operate globally.

## **IV. Fundraising Strategy**

Successful projects and outreach to partners and donors allowed for the RAI Secretariat to obtain funding not only from members contributions but from other sources. Having multiple sources of funding enabled the RAI Secretariat to implement its mission by expanding the Secretariat, and carrying out programmatic activities and efforts. Building on the successes of the previous period, the RAI Secretariat will continue with the same approach for the next three years.

In 2023-2025 period, the RAI Secretariat will continue to foster good relations with Donors particularly with the Austrian Development Agency, European Union, and UK Government as well as the Central European Initiative and Conrad Adenauer Foundation.

The fundraising strategy for the 2023-2025 period will remain on the same path as it was in the previous Work Plans:

- Securing large scale multiyear projects that would enable a steady funding stream and allow for the growth of the Secretariat;
- Partnering with organizations on regional projects that provide RAI with ample exposure and provide stream of funding;
- Exploring possibilities for the development of small and medium-sized project(s) that would be implemented independently or in partnership with other organizations.

## **V. Monitoring and Evaluation**

The increased development assistance in recent years has motivated both the donor community and recipients to adopt monitoring and evaluation (M&E) processes and tools to increase accountability and ensure that policies, programs and projects are aligned with goals and relevant outcomes<sup>12</sup>. This has shifted the focus towards a more quantifiable, results based and data-driven approach to development.

RAI Secretariat is committed to working towards greater transparency, accountability and integrity, including in own work. Since 2015, RAI Secretariat has introduced regular evaluation of the Work Plans for the first time. This was a step in the process of strategic planning and a basis for designing more achievable and measurable objectives and for promoting organizational transparency and accountability. The findings and recommendations from the Evaluation reports for the previous Work Plans, coupled with the evaluation reports for the key RAI projects have been taken into account to reflect and improve the current planning cycle and strategic priorities.

During the 2023-2025 period, RAI Secretariat will work on development of a more comprehensive M&E and compliance system. This will require investment into staff development and specialization, especially in the area of impact assessment and compliance. RAI Secretariat will develop a Monitoring and Evaluation Methodology that would establish a long-term process of recording delivery and measuring results and impact with participative approach based on identified quantitative and qualitative indicators as a basis for standardized, credible and transparent assessment.

Additionally, the results of the actions implemented by RAI Secretariat will be captured and evaluated by number of

---

<sup>12</sup> <https://home.kpmg/content/dam/kpmg/pdf/2015/12/attaining-accountability-in-the-development-sector.pdf>

external sources, mainly annual surveys and reports produced by credible international organisations and civil society.

## Annex 1 – Logical Framework

STRATEGIC OBJECTIVE 1: AMPLIFYING REGIONAL COOPERATION IN ASSET DISCLOSURE AND CONFLICT OF INTEREST					
Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
1.1 Enhancing regional cooperation on data exchange in asset disclosure (International Treaty on Data Exchange in Asset Disclosure and Conflict of Interest hereafter referred to as International Treaty)	<ul style="list-style-type: none"> <li>- Promote the Treaty and advocate for accession of the SEE and other jurisdictions to the Treaty</li> <li>- Further Signing the International Treaty</li> <li>- Advocate for harmonization of the national legislations with the International Treaty</li> <li>- Setting up a monitoring mechanism for implementation</li> </ul>	<ul style="list-style-type: none"> <li>- International Treaty signed by at least 3 more countries</li> <li>- International Treaty entered into force in at least 2 countries</li> <li>- Focal Points for International Treaty identified</li> <li>- Exchange of data between countries taking place</li> <li>- Awareness raised about the benefits of the International Treaty</li> </ul>	<p>Relevant national public institutions Austrian Federal Ministry of European and International Affairs UNODC</p>	<p>National Oversight Bodies Ministries of Justice</p>	<p>€177.000 Total donor funding secured (ADA, ACIF Roadmap through UNODC)</p> <p>Additional funding through 3<sup>rd</sup> ADA regional project (to be secured)</p>
1.2 Strengthening capacities of the national oversight bodies	<ul style="list-style-type: none"> <li>- Regional meetings of integrity experts and national integrity authorities' representatives 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 implementation needs identified and addressed</li> <li>- National legislative gaps are identified and the processes of asset declarations are streamlined</li> </ul>	<p>Relevant national public institutions UNODC</p>	<p>National Oversight Bodies Ministries of Justice</p>	<p>Additional funding through 3<sup>rd</sup> ADA regional project (to be secured)</p>

**OBJECTIVE 2: STRENGTHENING CAPACITIES AND RESILIENCE OF PUBLIC INSTITUTIONS AND PUBLIC POLICIES**

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 implementation of CPL mechanisms with the focus on impact assessment</li> <li>- Continued training for respective government officials in selected sectors</li> <li>- Strengthening regional cooperation and sharing of best practices</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of the priority sectors for CPL capacity building</li> <li>- CPL regularly taking place in administrative practice</li> <li>- National officials trained in conducting CPL</li> <li>- Regional cooperation and peer to peer exchange fostered, incl. sharing of best practices</li> </ul>	Different sectors Anti-corruption Agencies	National AC Bodies Selected Sectors	<p align="center">€91.000 Donor funding secured (ADA)</p>
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 developing and strengthening implementation of CRA mechanisms with the focus on impact assessment</li> <li>- Continued training for respective government officials in selected sectors</li> <li>- Continued training of CRA practitioners</li> <li>- Strengthening regional cooperation and sharing of best practices</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of the priority sectors for CRA capacity building</li> <li>- Implementation of CRA strengthened</li> <li>- Operational capacities of national institutions in selected sectors strengthened</li> <li>- Regional cooperation and peer to peer exchange fostered, incl. sharing of best practices.</li> </ul>	Different sectors Anti-corruption Agencies	National AC Bodies Selected Sectors	<p align="center">Additional funding through 3<sup>rd</sup> ADA regional project</p>



**OBJECTIVE 3: ENHANCING THE CULTURE OF INTEGRITY IN THE INSTITUTIONS AND THE GENERAL PUBLIC**

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
3.1 Strengthening legal certainty and reducing the implementation gaps in beneficiary jurisdictions	<ul style="list-style-type: none"> <li>- Supporting the beneficiary institutions in further improvements to whistleblower protection legislation</li> <li>- Aligning the legislation of beneficiary jurisdictions with the EU WB Directive</li> <li>- Reducing the implementation gaps through continued expert support and peer-to-peer exchange</li> </ul>	<ul style="list-style-type: none"> <li>- Disclosure channels and protection mechanisms for whistle-blowers in public institutions improved</li> <li>- Whistleblowing legislation and implementation in the beneficiary jurisdictions strengthened</li> <li>- Strengthened capacities, regional dialogue, and cross-sectoral exchanges among selected public institutions</li> </ul>	Anti-corruption Agencies	Public institutions with competence in WB	<p align="center">€210.000 Donor funding secured (EU)</p> <p align="center">Additional funding (not secured)</p>
3.2 Capacity building of public institutions and organizations to respond to whistleblower reports efficiently and effectively	<ul style="list-style-type: none"> <li>- Supporting institutions and organizations in establishing, implementing, maintaining, and improving a whistleblowing management system through training and other educational tools targeting management and staff, as well as measures to improve whistleblowing policy and transparency on the outcome of whistleblowing.</li> <li>- Delivering tailor-made capacity building regional and jurisdiction level events</li> </ul>	<ul style="list-style-type: none"> <li>- Institutions and organizations encourage and facilitate reporting of wrongdoing; improve organizational culture and governance.</li> <li>- Strengthened interaction and exchanges between whistleblowing professionals for purposes of experience and knowledge sharing.</li> </ul>	Anti-corruption Agencies	Public institutions Civil Service Agencies Private sector	
3.3 Strengthening of CSOs networking and their individual capacities in WB protection and promotion of WB rights	<ul style="list-style-type: none"> <li>- Supporting individual CSOs and their networks in providing whistleblower education, support and protection through advocacy efforts, legal aid, social support and similar.</li> </ul>	<ul style="list-style-type: none"> <li>- CSOs and their networks support whistleblowers, help expose wrongdoing to the public and actively promote government and corporate accountability.</li> </ul>	SEE Coalition on Whistleblower Protection CSOs	CSOs and their networks Whistleblowers General public	

**OBJECTIVE 3: ENHANCING THE CULTURE OF INTEGRITY IN THE INSTITUTIONS AND THE GENERAL PUBLIC**

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
	- Delivering CSO networking and training opportunities at regional and jurisdiction level events				
3.4 Raising Public Awareness, Educating and Sensitizing them about Whistleblowing and WB Rights	- Promoting the available materials - Disseminating the good practice - Generating public awareness actions at regional and national level	- General public, professional community and public institutions more sensitized and informed about whistleblowing - Improved awareness of general public about whistleblowing	Anti-corruption Agencies	General public Youth	
3.5 Young generations educated in whistleblowing	- Development of the whistleblowing curriculum for students - Delivery of train the trainer's course for teachers - Piloting of WB courses in selected schools - Facilitating regional dialogue on anti-corruption youth education	- Youth engagement on whistleblowing with a special emphasis on youth population - The education sector engaged in corruption prevention efforts. - Interagency collaboration in the promotion of whistleblowing and whistleblower rights.	RYCO Ministries of Education Youth institutions Anti-corruption Agencies	Students and schools	

**OBJECTIVE 4: ENHANCING REGIONAL COOPERATION AND STRENGTHENING INSTITUTIONAL CAPACITIES IN ASSET RECOVERY**

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
4.1 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>- Further developing and maintaining the regional asset recovery platform for implementation of the long-term capacity building</li> <li>- Existing mechanism of international cooperation on asset recovery and developing/implementing new tools improved.</li> <li>- RAI/AIRE AR Alumni Network</li> </ul>	<p>AIRE Centre KAS UNODC</p> <p>national offices</p>	<p>National Asset Recovery Bodies Judiciary/Prosecution Service Judicial Training Institutes MoJs</p>	<p>€188.000 Donor funding secured (UK government, programmatic expenses through AIRE Center)</p>
4.2 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/freezing.</li> <li>- Implementation of the Asset Recovery competences improved</li> </ul>	<p>AIRE Centre UNODC KAS</p>	<p>National Asset Recovery Bodies Judiciary/Prosecution Service Judicial Training Institutes MoJs</p>	

**STRATEGIC OBJECTIVE 5: CONTRIBUTING TO STABILITY AND PEACE THROUGH BUILDING INTEGRITY AND CURBING CORRUPTION IN THE SECURITY SECTOR**

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
5.1 Assessment of security sector corruption risks	<ul style="list-style-type: none"> <li>- Identification and assessment of emerging risks of corruption in the security sector associated with the links between corruption and organised crime</li> <li>- Identification and assessment of emerging OC threats</li> </ul>	<ul style="list-style-type: none"> <li>- Identify and prioritize security sector institutions/agencies most at risk of corruption pressure</li> <li>- Inform policy-makers of opportunities for closing potential newly emerging anti-corruption gaps in the security sector</li> <li>- Identify capacity building needs</li> </ul>	RACVIAC MARRI IISG EU and regional universities CSOs active in the area	Security sector organisations Anti-corruption Agency	€300.000 Donor funding not secured
5.2 Strengthening the capacity of internal security and anti-corruption units in the security sector to deal with identified risks	<ul style="list-style-type: none"> <li>- Mapping effective prevention measures and good practices that could be employed to address emerging risks</li> </ul>	<ul style="list-style-type: none"> <li>- Better capacity of security sector units to improve internal integrity</li> <li>- Sharing good practice between security sectors across the region</li> </ul>	RACVIAC MARRI IISG EU and regional universities CSOs active in the area	Internal security and anti-corruption units within the security sectors  Anti-corruption Agency	

