



REGIONAL ANTI-CORRUPTION INITIATIVE

RULES OF PROCEDURE

This document was adopted by the RAI Steering Group on 17 January 2025 through a silent procedure, following the 44th RAI Steering Group Meeting on 5 and 6 December 2024 in Tirana, Albania.



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SECTION ONE GENERAL PROVISIONS

Article 1

Introduction

1.1 This document consolidates and updates the existing institutional documents and terms of reference of the Regional Anti-Corruption Initiative (RAI). In particular it brings together and summarises key aspects of governance from Memorandum of Understanding (MoU) on Cooperation in Fighting Corruption through the South Eastern European Anti-corruption Initiative¹ and Protocol² amending the MoU and RAI strategic documents³. This Rules of Procedure should be read in conjunction with those documents.

1.2 A separate Office Policies Manual governs more detailed human resource policies and terms of references for the Secretariat.

1.3 Annexes to this document cover:

1. The history of RAI
2. Role profile of Steering Group Members
3. Terms of Reference for the Chair
4. Terms of Reference for the Secretariat Core Staff

1.4 This document may be reviewed and confirmed by RAI's Steering Group periodically.

Article 2

Purpose and mission of RAI

2.1 RAI is an intergovernmental organisation committed to fight corruption in South Eastern Europe. Its organisation and practice reflect the principles of international public law.

2.2 RAI originated from the Stability Pact Anti-Corruption Initiative (SPAI), which was adopted in Sarajevo in February 2000 to address a significant threat to the recovery and development of South East European countries. In April 2007, member countries signed the MoU, reinforcing their commitment to fighting corruption across the region. Information on the history of RAI is provided in Annex 1.

2.3 The Organisation's mission is to lead regional cooperation and to support anti-corruption efforts by providing a common platform for discussions through sharing knowledge and best practices.

Article 3

Membership

3.1 All countries of South Eastern Europe which are parties to the MoU, as well as other countries willing to join the MoU by depositing an instrument of accession, are eligible to be members of RAI.

¹ http://rai-see.org/php_sets/uploads/2015/05/Memorandum-of-understanding.pdf

² http://rai-see.org/php_sets/uploads/2019/01/Protocol_Amending-the-MoU-fully-signed.pdf

³ <https://rai-see.org/who-we-are/internal-documents/>



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3.2 Countries, organisations or international institutions which are actively and substantially engaged in support of preventing and fighting corruption in South Eastern Europe and contribute to the programme activities of the RAI, may participate in RAI as observers. Organisations that are implementers of projects related to the RAI activities may also become Observers to RAI.

3.3 Observers may progress to Membership of RAI if they meet the criteria for doing so and are able to make the minimum financial contribution determined by the MoU.

3.4 Any new members, and observers shall be deemed to have accepted the governing documents of RAI

Article 4

Organisation: overview

4.1 The Steering Group is the decision-making body of RAI and is in effect the Governing Board of the Organisation. It consists of representatives of member countries.

4.2 The Chair is a distinguished individual of recognized prominence, widely known and accepted within the South Eastern Europe region who gives overall leadership and strategic support to the Organisation. They are appointed by the Steering Group, but are independent (though from a member country).

4.3 The Secretariat is the executive body of the Organisation. It consists of four core members: the Director of the Secretariat, the Senior Anti-Corruption Adviser, the Chief Programme and Communications Officer, the Chief Financial and Operations Officer. It employs a number of other staff, mainly on a project basis or based on the availability of funding.

4.4 The Secretariat's seat is in Sarajevo, Bosnia and Herzegovina, under a hosting agreement.

Article 5

Funding

5.1 The organization is funded through contributions from RAI members and through projects supported by donors. The minimum annual contribution is established by the Memorandum of Understanding (MoU). Unless otherwise decided by the Steering Group, any member who fails to fully implement the provisions of the MoU or meet the financial obligations arising from its implementation in any given year shall be excluded from participating in the decision-making process.

5.2 Annual financial contributions shall be transferred within first quarter of each year.

5.3 The Organisation's Programme and budget outline how funds are used. Both, the RAI Programme and the annual budget are subject to the approval of the Steering Group.

Article 6

Organisational Values

6.1 RAI adheres to universal and EU values and ethical standards, while demonstrating sensitivity to culture, gender, religion, race, nationality, and age.

6.2 When implementing its Programme, RAI applies the principles of a human rights-based approach. In doing so it promotes anti-discrimination including in its support of participation and inclusion, equality and non-discrimination, accountability, transparency, and access to information. RAI also ensures that the impact of corruption is considered from all perspectives, including gender, disability, and poverty.



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6.3 RAI is a gender aware organization.

Article 7

RAI Programme

7.1 The RAI Programme outlines the strategic objectives of the Organization for a three-year period.

7.2 The RAI Programme is developed by the Secretariat every three years and reviewed annually. The RAI Programme integrates national needs, regional priorities, and international commitments of RAI member countries. The Programme is drafted in consultation with RAI member countries. For the development of specific objectives, the Secretariat may also consult Observers, RAI partner organizations, and other relevant stakeholders.

7.3 The RAI Programme is subject to approval by the Steering Group.



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SECTION TWO THE STEERING GROUP

Article 8 **Composition**

8.1 The Steering Group consists of one representative appointed by each member country. Representatives are from institutions that are or are able to act as the national anti-corruption coordinators and focal points for international partners in their respective countries. The member countries may appoint a deputy representative. A role profile and eligibility criteria for members of the Steering Group are at Annex 2 which sets forth detailed eligibility criteria for appointment.

8.2 When an appointment is being made by a government, the Chair should be free to brief the appointing authorities pursuant to the role profile outlined in Annex 2 regarding the desired standing and experience required for members of the Steering Group in order to inform the government's decision.

8.3 Through its individual members, the Steering Group also provides the mechanism to keep member countries up to date with the Organisation's activities and plans. Member countries influence the organisation through their member in the Steering Group. It is a key role for members of the Steering Group to provide this two-way channel of communication between Organisation and member countries.

Article 9 **Role**

The Steering Group is the governing and decision-making body of the organisation. Its main roles are:

- To represent member countries to the Organisation
- To set RAI strategy and reflect it through the RAI Programme and annual budget. The Steering Group decides on the RAI Programme every three years and reviews it in the intervening years
- To review RAI Programme implementation based on the Secretariat's annual activity and financial reports and ensure that the Organization remains on track to meet its mission and objectives
- To ensure that RAI has the competence and capability as an organisation required to meet its mission

Article 10 **Values and behaviours**

Steering Group Members shall:

- perform their duties in an ethical manner and in compliance with the highest standards of integrity
- avoid all conflicts of interest that might arise because of economic or personal self-interest
- act at all times in the best interests of RAI, its mission and its values, acting impartially in all matters including selection and appointment processes.



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Article 11

Responsibilities

11.1 Key responsibilities (and the principal areas on which the Steering Group focuses its attention) are:

- Deciding to invite countries to accede the RAI MoU and become RAI members
- Deciding to invite and/or to accept countries, partners and organisations as Observers
- Deciding on the RAI Programme and RAI annual budget
- Approving RAI financial reports
- Reviewing the implementation of the RAI Programme through the Secretariat's annual activity report
- Making senior appointments, in particular the Chair, the Director and Senior Anti-Corruption Adviser
- Maintaining oversight of RAI activities and projects
- Initiating policy developments on key issues in the region which affect practice and law on anti-corruption
- Addressing other key issues, in particular those which affect the reputation of the Organisation.

11.2 Formal matters reserved to Steering Group

The Steering Group has the following reserved powers:

- To appoint the Chair and to renew the Chair's mandate
- To appoint and approve the renewal of the mandate of the Director of Secretariat and Senior Anti-corruption Adviser
- To approve or amend Organisation's documents
- To propose, discuss, make amendments, and approve the RAI Programme, developed by the Secretariat in consultation with the Steering Group members
- To review the activities of the Organisation on the basis of the Secretariat's annual activity and financial reports
- To decide and approve the annual budget of the Organisation
- To decide on the publicity to be given to Steering Group Activities.

Article 12

Meetings

12.1 The Steering Group meets once a year in person and whenever necessary. The meeting in person should allow time for discussion of strategic issues. The frequency of the Steering Group meetings shall be reviewed annually.

12.2. There shall be a quorum if a majority of two thirds of members are present.

12.3 Observers will attend the Steering Group meetings with the agreement of the Steering Group and upon proposals of the Chair, of any Representative or of the Director and based on their relevance to the agenda. In the case of discussion of sensitive matters this provision will not apply.

Article 13

Subgroups

Where it appears to the Chair that there may be advantage in convening a sub group or working group of the Steering Group to take forward specific issues, for example give input to a project, the Chair may



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propose the appointment of such a group (together with draft terms of reference and membership) to the Steering Group for its approval.

Article 14

Decision making

14.1 Decisions of the Steering Group shall be taken by consensus, which is understood as absence of objection. However, in absence of consensus, decisions shall be taken by two-thirds of members. Only votes “in favour” or “against” are taken into account when counting the number of votes cast. Procedural decisions shall be taken by a majority of the votes cast.

14.2 Decisions concerning acceptance of new members shall be taken by consensus of all member countries.

14.3 Each member country has the right to one vote. Unless otherwise decided by the Steering Group, a member country which has failed to fully implement the MoU and to fulfil financial obligations deriving from its implementation every year shall no longer take part in the decision-making process.

14.4 During the period between meetings of the Steering Group, decisions may be taken via e-mail through the Secretariat, under the coordination of the Chair. The decision-making process shall respect the same rules. Request for decisions from the Steering Group will normally set a deadline for responses of one week, and the absence of a response may be taken as agreement.

Article 15

Relationship of Chair and Secretariat to the Steering Group

15.1 The Chair is responsible, supported by the Secretariat, for giving leadership to the Steering Group and managing its business effectively.

15.2 The Secretariat is responsible for supporting the Steering Group, ensuring the effective planning of agendas, preparation of documents and follow through from meetings.

15.3 The guidelines on how the Secretariat will support the Steering Group to carry out its role effectively are contained in the Office Policies Manual. The guidelines may be reviewed periodically by the Steering Group.



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SECTION THREE *THE CHAIR*

Article 16 **Role**

16.1 The Chair gives overall leadership and strategic support to the Organisation. More detailed terms of reference for the Chair and the qualifications for the role are set out in Annex 3.

16.2 The position of the Chair is honorary (not paid).

Article 17 **Key responsibilities**

17.1 The Chair:

- Leads the Steering Group and chairs its meetings
- Supports the Steering Group to set a vision for RAI
- Plays a leading role in managing relationships with member countries, with relevant international organisations and other key stakeholders
- Ensures overall coordination and supervision of the Secretariat's activities on behalf of the Steering Group.

17.2 The Chair reports to the meetings of the Regional Cooperation Council.

17.3 The Chair, supported by the Secretariat, is expected to hold an annual meeting with each representative to the Steering Group to better understand the perspectives of their member country and to discuss the engagement of their country with RAI and other matters that are relevant.

17.4 The Chair shall convene annually at least one meeting of the Steering Group in person and other meetings in line with the needs of RAI. In the case of *force majeure* or restrictions on travel the Chair shall propose alternative arrangements.

Article 18 **Values and behaviours**

The Chair shall act:

- in accordance with the highest ethical standards
- at all times in the interests of the RAI mission, adhering to its organisational values
- as an exemplar in promoting a human rights-based approach internally within the Organisation and externally.

Article 19 **Appointment**

19.1 The Chair should be a prominent figure and accepted within South Eastern Europe and who shares the vision and values of the Organisation.

19.2 The Chair is appointed by the Steering Group after open competition. The purpose of this process shall be to ensure a fair, transparent, and effective election, based on objective criteria. A formal appointment process is set in Annex 3.

19.3 The Chair position cannot be held by a country which held the position in the previous term or by the countries Director or Senior Anti-corruption Adviser are from.



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Article 20

Mandate

20.1 The Chair is appointed for a mandate of one year. The Steering Group could renew Chair's mandate for another year, allowing for a maximum mandate of four years.

20.2 The Steering Group, in considering the appointment, or mandate renewal, of a Chair shall clarify to candidates the likely time commitment required for RAI duties. It shall be for the candidate to ensure that they are properly able to meet that commitment of time, including securing agreement with their full-time employer (for example of a member country government).



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SECTION FOUR *THE SECRETARIAT*

Article 21 **Role**

21.1 The Secretariat is the executive body of RAI.

21.2 Its main roles are:

- to serve as a focal point for regional anti-corruption co-operation through the coordination, facilitation and dissemination of best practices and lessons learned as well as through the interaction and coordination among member countries and between member countries and other international partners
- to act as a regional anti-corruption resource centre for the countries of SEE and network for information and expertise exchange by providing a platform of interaction among relevant regional and international actors
- to facilitate better integration and implementation of the international legal instruments concerning the prevention and fight against corruption in the region
- to ensure synergies in the region with comparable activities and processes implemented by different international organisations, beneficiaries, and stakeholders.

21.3 The Secretariat supports the Organisation and as such gives a visible demonstration of the Organisation's and its member countries' commitment to the continuing, concerted and coordinated fight against corruption in South Eastern Europe.

Article 22 **Key responsibilities**

22.1 The Secretariat:

- Develops and advises the Steering Group on future strategy through developing a proposal of the three-year Programme
- Submits a proposal for the Organisation's annual budget to the Steering Group for approval
- Reports to the Steering Group on delivery of the RAI Programme and budget on annual basis
- Commissions annually an independent financial audit which is presented to the Steering Group for review
- Prepares agendas, presentations, and other relevant documents for the Steering Group meetings
- Supports the Chair, both in leading the Steering Group and in representing RAI in the region
- Implements projects within the framework of the RAI Programme
- Builds and maintains knowledge of the specific objectives of all members countries with the aim of strengthening regional co-operation and collaboration
- Provides an information centre and mechanisms to share knowledge through capacity building activities
- Ensures visibility of the Organization
- Liaises with members countries, international organisations, and other partners
- Provides the Steering Group with monthly updates of its activities
- Takes responsibility for keeping historical records, including SPAI RSLO, files, facilities and infrastructure.



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22.2 In addition, the Director of Secretariat and the Senior Anti-corruption Adviser act in a representational role on behalf of the Organisation with members countries and relevant international and other organisations.

Article 23

Values and Behaviours

The Secretariat shall:

- Adhere to RAI values
- Observe the highest ethical standards and act at all times in support of the Organisation's mission and in support of RAI members and Observers as a whole
- Ensure that all programmatic and organizational activities are gender sensitive
- Maintain an external and learning focus, exploring its environment and looking for other anti-corruption endeavours in the SEE region.

Article 24

Staffing

24.1 The Secretariat consists of two levels of staffing - core and operational.

24.2 Core level staff are:

- Director, who leads the organisation and is accountable to the Chair and Steering Group for delivery against RAI Programme and strategic documents and carries out senior representation
- Senior Anti-Corruption Adviser, who is RAI's senior expert on anti-corruption matters and makes significant contributions to RAI's intellectual content and carries out senior representation
- Chief Financial and Operations Officer, who is responsible for the infrastructure of the organisation – human resources, budget, and Organisation's process management
- Chief Programme and Communications Officer who is responsible for framing, securing, and delivering projects as well as for RAI's overall communications.

24.3 The Director and Senior Anti-corruption Adviser positions cannot be held by a country which held the position in the previous term. One country cannot represent the positions of Chair, Director or Senior Anti-corruption Adviser.

24.4 Representatives of the member country in the Steering Group are not eligible for the Chair, Director, or Senior Anti-corruption Adviser positions.

24.5 Under the reserve of a new agreement with the hosting country, the legal status of the Secretariat's staff will be governed by the provisions of the Agreement made between the Government of Bosnia and Herzegovina and the Stability Pact, signed in Brussels on September 15, 2003. BiH nationals will not enjoy any form of privileges or immunities accorded to the diplomatic or administrative and technical (A&T) staff of an embassy or international organization.

24.6 Operational level staff include, but not limited to:

- Anti-corruption Expert(s)



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- Project Officer(s).
- Finance and Administration Officers
- Assistants

24.7 Terms of Reference for operational level staff, including qualifications are contained in the Office Policies Manual.

24.8 In addition, the Secretariat offers an Internship Program, based on available funding. The program is opened to all applicants, with candidates from the member countries having a priority.

24.9 Recruitment of project/operational level staff and interns is subject to organisational needs and available funding.

24.10 In addition to the core staff members, the Secretariat may also accept the offers of the member countries, observers and international partners to second their experts to operational level positions. The procedure for secondment shall be carried out as prescribed in the Office Policies Manual.

24.11 All Secretariat staff shall be appointed through open, fair and transparent recruitment process ensuring the principle of equal opportunities. All member countries shall have the opportunity to be represented in the Secretariat.

24.12 Selection of Director and Senior Anti-corruption Adviser is a shared responsibility of Steering Group, Chair and Secretariat, and the selection procedure shall be carried out as described in the Annex 4. Initial appointment for the Director and Senior Anti-corruption Adviser will be for two years, subject to renewal for a further term of 2 years upon approval by the Steering Group.

24.13 Recruitment procedure of Chief Financial and Operations Officer, Chief Programme and Communications Officer, operational/project staff and interns is a responsibility of the Secretariat and the recruitment procedures shall be carried out as prescribed in the Office Policies Manual.

24.14 The Secretariat's staff shall be subject to annual performance evaluation. The Chair shall conduct annual performance evaluation of the Director. The Director shall conduct annual performance evaluation of other core and project/operational staff members. The performance evaluation reports shall be shared with the Steering Group if requested.

Article 25

Dispute Resolution

25.1 Disputes between the Organisation and the Secretariat's staff should be resolved through agreement.

25.2 In the event that it is not possible to resolve them by agreement, the authority for resolving disputes is a competent court of the host country.

25.3 The rules of the Organisation shall apply to disputes between the Organisation and staff, and in the event that an issue is not prescribed by these rules, the law of the host country shall be applied.

25.4 In disputes between the Organisation and staff, the Organisation is represented by the Director, and in the event of a dispute between the Organisation and the Director, the Organisation is represented by the Chair.



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Article 26

Alignment

26.1 Within 6 months starting from the date of adoption of these Rules of Procedure, RAI rules contained in other documents shall harmonise with the Rules of Procedure.



ANNEX 1

HISTORY OF THE REGIONAL ANTI-CORRUPTION INITIATIVE

The Stability Pact Anti-Corruption Initiative (SPAI) was adopted in Sarajevo in February 2000 to address one of the most serious threats to the recovery and development of South Eastern Europe (SEE) countries. Corruption, as the problem of the day, is highly detrimental to the stability of democratic institutions and considerably undermines the business climate, discourages foreign direct investments and hampers economic growth. The Initiative takes a multidisciplinary approach to fighting corruption, incorporating issues such as the adoption of international legal instruments, promotion of good governance, strengthening the rule of law, promotion of transparency and integrity in business operations and development of an active civil society. It also provides all partners in the anti-corruption field with a general framework for coordination, optimization of effort and permanent dialogue with the donor community.

Along these lines, at its September 2003 meeting in Sarajevo, the SPAI Steering Group approved the transfer of the Secretariat to the region, in order to promote regional ownership of SPAI and to further enhance local capacities to lead the fight against corruption in SEE. Initially, SPAI Secretariat's functions were performed by the Council of Europe and the Organization for Economic Cooperation and Development. The SPAI Regional Secretariat Liaison Office (SPAI RSLO) as legal entity was established by the Agreement signed between Bosnia and Herzegovina and the Office of the Special Coordinator of the Stability Pact for SEE on September 15, 2003, receiving the status of a diplomatic mission in the hosting country. Six months later, the Secretariat became operational and it is currently the only centre in SEE devoted solely to curb corruption at a regional level.

The establishment of SPAI RSLO represented a concrete and visible demonstration of the commitment of the regional states to cooperate and coordinate their fight against corruption in SEE. It was the first step towards the regional ownership of the Anti-corruption Initiative. The crucial step in achieving this goal was made with the signature of the Memorandum of Understanding by the member states on April 13, 2007 in Zagreb. By signing of MoU, the signatory countries ensured the financial sustainability of the Sarajevo based Secretariat by providing certain annual grants and decided for the first time to appoint a chairperson from the region. It was the final step towards a full regional ownership and leadership of the Anti-corruption Initiative, thus demonstrating the involvement of the SEE countries in the fight against corruption.

Since October 9, 2007, through a decision of the member countries, approved at the 11th Steering Group Meeting in Podgorica, the Stability Pact Anti-Corruption Initiative was renamed as Regional Anti-corruption Initiative (RAI), in line with the transformation of the Stability Pact for South Eastern Europe into Regional Cooperation Council (RCC), as the Regional Secretariat Liaison Office became the Secretariat.



ANNEX 2

ROLE PROFILE OF STEERING GROUP MEMBERS

Article 1

Role of the Steering Group

1.1 The Steering Group is the governing and decision-making body of the organisation.

1.2 The Steering Group main roles are:

- To set RAI strategy, primarily through the RAI Programme and annual budget. The Steering Group decides on the RAI Programme every three years and reviews it in the intervening years
- To review RAI Program implementation based on the Secretariat's annual activity and financial report and ensure that the Organization remains on track to meet its mission and objectives
- To represent their member country to the Organisation and to transmit the views of the Organisation to their member countries.

Article 2

Eligibility for membership

2.1 The Representative to the RAI Steering Group should be of sufficient seniority or standing in the appropriate national agency or institution to be able to act as national anti-corruption coordinator and focal point for international partners as required by the MoU and represent their government on matters relating to anti-corruption law, policy and practice and to be able to represent the views of RAI back to their government.

2.2 They should have professional experience or a background in law, policy and practice relating to anti-corruption in their home country.

2.3 Desirable competencies of members of the Steering Group are:

- To be able to work in a collaborative manner with other members of the Steering Group, representing their own government's views but also understanding the views of other governments and seeking to work towards optimal solutions for the region.
- They should command the confidence of fellow Steering Group members through being able to engage in constructive debate.

Article 3

Time commitment

Steering Group members will be expected:

- to attend one in person meeting of the Steering Group each year
- to attend two on-line meetings during working time. This number of meetings may vary depending on the demands on the Steering Group agenda
- to respond to emails, requests, etc between meetings
- to take part in subgroups or working groups which may be convened on *ad hoc* basis

Article 4

Values and behaviours

4.4 Steering Group members are expected:

- to act at all times in the best interests of RAI and its mission and its values



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- to perform their duties in an ethical manner and in compliance with the highest standards of integrity
 - to avoid all conflicts of interest that might arise because of economic or personal self-interest.
- 4.5 Ethical conduct includes, *inter alia*, exercising impartial judgment in all matters concerning RAI and abstaining from seeking or engaging in consulting arrangements with RAI, while serving as an active member of the Steering Group.

Article 5

Appointment

5.1 Appointments are made by member countries.

5.2 There is no fixed mandate.

5.3 When an appointment is being made by a member country, the Chair should be free to brief the appointing authorities in the relevant government, on the basis of this role profile on the desired standing and experience required of members of the Steering Group in order to inform the government's decision.

5.4 Representatives shall be appointed on a permanent basis. However, member countries are entitled to designate one deputy representative.

5.5 Any new member country shall appoint its Representative within in a period of two months following its notification of the membership. The member country shall inform the Secretariat of the name, position and address of the designated representatives.

5.7 Member countries shall promptly notify the Secretariat of any change in the composition of their representative.

5.8 The same rules apply for Observers.



ANNEX 3

TERMS OF REFERENCE FOR THE CHAIR

Article 1

Role

The Chair should be a prominent figure well known and accepted within the South Eastern Europe and who shares vision and values of the organization. The Chair gives overall leadership and strategic support to the Organisation.

Article 2

Key responsibilities

2.1 The Chair:

- Leads the Steering Group and chairs its meetings
- Supports the Steering Group to set a vision for RAI
- Plays a leading role in managing relationships with members countries, with relevant international organisations and other key stakeholders
- Issues decisions taken by the Steering Group
- Oversees the enforcement of the decisions taken by the Steering Group
- Ensures overall coordination and supervision of the Secretariat's activities on behalf of the Steering Group.

2.2 The Chair shall convene annually at least one meeting of the Steering Group in person and other meetings in line with the needs of RAI. In the case of *force majeure* or restrictions on travel the Chair shall propose alternative arrangements.

2.3 The Chair, supported by the Secretariat, is expected to hold an annual meeting with each Representative to the Steering Group to better understand the perspectives of their member country and to discuss the engagement of their state with RAI and other matters that are relevant.

2.4 The Chair reports to the meetings of the Regional Cooperation Council.

Article 3

Values and behaviours

The Chair is expected to act:

- in accordance with the highest ethical standards
- at all times in the interests of the mission of RAI adhering to its organisational values
- as an exemplar in promoting a human right based approach internally within the Organisation and externally.

Article 4

Commitment of time

The Steering Group in considering the appointment, or mandate renewal, of a Chair shall clarify to candidates the likely time commitment required for RAI duties. It shall be for the candidate to ensure that they are properly able to meet that commitment of time, including securing agreement with their full-time employer (for example if a member country government).



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Article 5

Eligibility and qualifications

5.1 Qualifications and skills

- Have citizenship of a Regional Anti-corruption Initiative member country.
- Have university degree in Law, Criminal Justice, Political Science, International Relations, or related field
- Have at least 10 years of professional experience in law, law enforcement, legislative, judicial, or related anti-corruption fields
- Have at least 5 years of previous experience on leadership positions
- Have a proven track record of professional accomplishments and achievements
- Have good knowledge of political, social, economic and security landscape in South East Europe
- Have solid knowledge and working experience in the international multilateral arena and with national and international organizations involved in anti-corruption
- Be an experienced public speaker and advocate
- Have an excellent oral and written English and at least one other language of the region.

5.2 Competences:

- Negotiation and diplomacy skills;
- Ability to provide direction and guidance to encourage cooperation between different stakeholders
- Political sensitivity and ability to distinguish the complexity of interests in a multi-stakeholder environment.

Article 6

Mandate

6.1 The mandate of the Chair is for one year. The Steering Group will consider the Chair's mandate every year and will undertake an evaluation of the mandate every two years, allowing for a maximum mandate of four years.

6.2 The same person can be appointed as a Chair for up to four years.

Article 7

Election procedure

7.1 The Chair is appointed by the Steering Group after open competition. The purpose of this process shall be to ensure a fair, transparent and effective election process, based on objective criteria.

7.2 The election procedure shall start not later than 60 days before the current Chair's mandate ends. Call for applications shall be launched by the Secretariat and promoted by the member countries.

7.3 The Steering Group shall consider all applications that are determined to be complete and compliant by the Secretariat.

7.4 Interviews shall be conducted at the Steering Group meeting with all such candidates based on predefined questions. Interviews shall be an opportunity for candidates to express their motivation for applying as well as to share their overall understanding of RAI and to present their



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vision of RAI. The Steering Group may request the candidates to submit a written concept about their vision of RAI prior to the interview.

- 7.5 The Steering Group will make its choice of candidate in the light of an assessment of the quality of all the candidates and their interviews.
- 7.6 Upon appointment, elected shall sign Acceptance of Mandate. The form shall be countersigned by the Director of Secretariat on behalf of RAI.

Article 8

Termination of mandate

8.1 If the Chair is not able to continue their functions before the ending of their mandate, then they should inform the Steering Group and the Secretariat.

8.2 The Chair shall be discharged from their function if they are not performing in accordance with the Terms of References for the Chair and do not adhere to RAI mission, purpose and values.

8.3 A motivated proposal for discharging the Chair may be submitted to the Steering Group by the Director of Secretariat or a member country Representative.

8.4 The Steering Group decides upon the proposal not later than 30 days from the date of receipt of the proposal.

8.5 The Director of Secretariat shall convene and chair the meeting. Invitation for the meeting shall also be sent to the Chair against whom the proposal was submitted. The decision discharging the Chair or the conclusion for rejecting the proposal shall be adopted by a qualified majority of votes of the Steering Group and signed by the Director of Secretariat on behalf of the Steering Group.

8.6 The procedure to elect a new Chair shall start no later than 10 days after the notification by the Chair or adoption of decision for discharging the Chair from their functions. In the interim period, the role of the Chair shall be assumed by the member country Representative with the longest experience in the Steering Group.

8.7 If new Chair is not appointed at the time the mandate of Chair expires, the latter shall assume the role of Acting Chair, until the new Chair is appointed.



ANNEX 4

TERMS OF REFERENCE FOR THE SECRETARIAT CORE STAFF

SECTION ONE

DIRECTOR

Article 1

Role

The Director provides leadership and sets the direction of RAI Secretariat's strategic and policy development. The incumbent represents the Secretariat and promotes the achievements of RAI and its member countries. They have the executive authority for Secretariat's operations and programmes. The incumbent is a core member of the Secretariat and reports to and maintains open communication with RAI Steering Group and the Chair.

Article 2

Key Responsibilities

- Implements the mandate and the mission of the Regional Anti-corruption Initiative;
- Maintains close strategic dialogue with RAI Member countries, Observers, regional and international organisations, CSOs and other partners and stakeholders;
- Submits a proposal for RAI Programme and the RAI Programme Report to the Chair and the Steering Group for adoption;
- Reports to the Chair and Steering Group on RAI activities and projects;
- Represents the organisation in meetings with the governments, regional and international organisations and CSOs;
- Ensures RAI's focus on priority areas in anti-corruption in the SEE region and provides expert advice and recommendations;
- Has a pivotal role in cooperating with law enforcement, preventive, judicial and other anti-corruption bodies in Member countries, Observers, and RAI partners
- Ensures synergies and avoids overlapping with other organisations and stakeholders' projects and activities;
- Adheres to and promotes RAI values.

Management:

- Performs overall direction, supervision and management of the Secretariat;
- Exercises executive authority with regard to finances, staff operations, and staff management;
- Oversees the Secretariat's programmatic aspects inclusive of monitoring and reporting;
- Keeps the Steering Group and Chair fully informed of all significant operational, financial and other matters relevant to the Organisation;
- Strengthens the organisation's capacities by further development of organisational policies, promoting professional growth and expanding the scope of operations;
- Establishes and maintains a framework for the delegation of tasks and responsibilities to maximize resource allocation and utilization;
- Provides direction, guidance and support to assist in performance improvement and the accomplishment of business objectives;
- Recognizes successful performance by rewarding individual and team accomplishments;



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Performs other specific tasks relevant to the work of the Secretariat and the level of authority as required.

Article 3

Eligibility and Qualifications

3.1 Qualifications and skills

- A citizenship of a Regional Anti-corruption Initiative's member country;
- University degree in Law, Criminal Justice, Political Science, International Relations or a related field;
- At least 10 years of professional experience in law, law enforcement, legislative, judicial or related anti-corruption fields with at least 5 years of experience at executive governmental or other relevant managerial positions;
- Demonstrated knowledge of and experience in SEE region;
- Expert level experience with international organizations or bodies with anti-corruption competences;
- Demonstrated experience in working with different stakeholders: government institutions, public officials, international organizations, and civil society in the SEE region;
- Familiarity with the political, social, economic and security landscape in South East Europe;
- Demonstrated experience and knowledge in project management and coordination;
- Fluency in English both written and oral and at least one other language of the region;
- Computer literacy.

3.2 Competences

- Ability to set the strategic direction in response to the needs of the organisation;
- Negotiation and diplomacy skills;
- Political sensitivity and ability to distinguish the complexity of interests in a multi-stakeholder environment;
- Developing organisation staff members to improve their performance and fulfil their potential;
- Ability to act proactively and to respond positively, creatively and constructively to changing situations and new demands;
- Excellent communication, planning and organizational skills.

Article 4

Mandate and Appointment

4.1 The Director is appointed for an initial period of two years. This may be renewed once up to a total mandate of four years. The appointment and renewal of mandate is made by the Steering Group.

4.2 To ensure the sustainability of the Organization and the continuity of operations or in other exceptional circumstances, the Chair may request from the Steering Group the extension of mandate for Director for additional period of up to 12 months. This request shall be made with written reasoning.



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Article 5

Selection Procedure

5.1 The selection procedure shall start not later than 90 days before the current mandate of the Director ends.

5.2 The Secretariat shall be responsible for collecting applications submitted in response to the open call for applications.

5.3 Applications determined to be complete and compliant by the Secretariat shall be evaluated by the Chair and the Director, using a cumulative analysis method, taking into consideration the combination of applicants' education, qualifications, and experience.

5.4 Upon finalization of technical evaluation, the Secretariat shall send the results of technical evaluation with all evaluated applications to the Steering Group for confirmation of the shortlisted candidates.

5.5 Five applicants receiving highest score in the technical evaluation process and confirmed by the Steering Group shall be shortlisted for an interview.

5.6 Interview questions shall be prepared by the Chair and approved by the Steering Group. The Chair and/or Director shall address interview questions with candidates, while the Steering Group members shall evaluate all interviewed candidates using an evaluation form (template evaluation form available in Office Policies Manual in Annex 11.3). All interviews should follow the same procedure, including core questions and timing, to ensure all candidates have an equal opportunity to present themselves.

5.7 The interview process shall be organized and facilitated by the Secretariat.

5.8 The Steering Group shall consider appointing the candidate who received the highest score from the technical evaluation (40% of the total score) and the interview (60% of the total score). However, if the difference between the highest-scoring candidate and any other candidate(s) is not greater than five (5) percentage points, the Steering Group reserves the discretion to consider all such candidates for the appointment. The final decision shall take into account other relevant factors deemed appropriate by the Steering Group.

5.7 To be considered eligible for selection, a candidate must achieve a minimum threshold of 70 percent in the total possible evaluation score. If the highest-ranking candidate does not meet this threshold, the selection procedure shall be deemed unsuccessful and must be repeated. The repeated procedure shall follow the same criteria and process as the original.

Article 6

Dismissal

6.1 The Director shall be dismissed if it is established that they do not fulfil the responsibilities or are not performing their functions.

6.2 A motivated proposal for dismissal of the Director may be submitted to the Steering Group by the Chair and/or a Representative of a member country. A copy of the proposal shall also be sent to the Director against whom the proposal was submitted.

6.3 The Steering Group decides upon the proposal not later than 30 days from the date of receipt of the proposal. The Director has the right to be heard within 10 days. The decision for dismissal of the



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Director or the conclusion for rejecting the proposal shall be adopted by a qualified majority of votes of the Steering Group.

6.4 The procedure to appoint a new Director shall start no later than 10 days after the adoption of decision. In the interim period, the role of the Director shall be assumed by the Senior Anti-corruption Adviser.

SECTION TWO **SENIOR ANTI-CORRUPTION ADVISER**

Article 7

Role

The Senior Anti-Corruption Adviser leads expertise and policy aspects of the Secretariat. They are responsible for providing legal and law enforcement expertise on anti-corruption to the Director, to the Chair and the Steering Group, and establishing and maintaining relations with law enforcement, preventive, judicial and other anti-corruption bodies in member countries, other RAI partners, representatives of international organizations, and non-governmental organizations.

Article 8

Key Responsibilities

- Has a lead expert role in development of the Organization's Programme and implementing the objectives and activities stipulated by the RAI Programme;
- Cooperates with law enforcement, preventive, judicial and other anti-corruption bodies in member countries, observers and RAI partners;
- Participates and contributes with expert advice to the development and drafting of project concepts and proposals;
- Provides expertise and drives policy development elements of projects and programs;
- Responsible for technical advice and guidance on anti-corruption and for technical contributions to regional training programs conducted by RAI;
- Participates and represents the Secretariat in anti-corruption events, as required
- Establishes and maintains relations with other international and regional organizations, non-governmental organizations, and other stakeholders dealing with anti-corruption;
- Participates and represents the Organisation in meetings with donors and partners
- Provides guidance and coordinates RAI operational staff, interns and external experts, and assesses their performance;
- In the absence of the Director, assumes role of the Acting Director.

Performs other specific tasks relevant to the work of the Secretariat and the level of authority as required.

In addition, performs all tasks relevant to the position of the Anti-corruption expert(s), in cases of non-recruited or absence of anti-corruption expert(s) at the operational level.

Article 9

Eligibility and Qualifications

9.1 Qualifications and skills

- A citizenship of a Regional Anti-corruption Initiative's member country;



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- University degree in Law, Criminal Justice, Political Science or Security studies, International Relations or a related field;
- At least 7 years of professional experience in law, law enforcement or related anti-corruption field (of which at least 4 years must directly pertain to or involve anti-corruption matters), and at least 3 years of experience at managerial positions;
- Expert level experience with international organizations or bodies with anti-corruption competences;
- Solid knowledge of European Union (EU), Council of Europe (CoE), United Nations (UN), Organization for Economic Co-operation and Development (OECD) and international and EU standards related to anti-corruption;
- Experience and knowledge in project management
- Fluency in English both written and oral and at least one other language of the region;
- Computer literacy

9.2 Competences:

- Ability to develop and maintain partnerships;
- Be able to act proactively and to respond positively, creatively, and constructively to changing situations and new demands;
- Have strong organizational skills and be able to show initiative;
- Ability to work independently and in teams to achieve collective goals through active participation.

Article 10

Mandate and Appointment

10.1 The Senior Anti-Corruption Adviser is appointed for an initial period of two years. This may be renewed once for a total mandate of four years. The appointment and renewal of the mandate is made by the Steering Group.

10.2 To ensure the sustainability of the Organization and the continuity of operations or in other exceptional circumstances, the Chair may request from the Steering Group the extension of mandate for Senior Anti-corruption Adviser for additional period of up to 12 months. This request shall be made with written reasoning.

Article 11

Selection Procedure

11.1 The selection procedure shall start not later than 90 days before the current mandate of the Senior Anti-corruption Adviser ends.

11.2 The Secretariat shall be responsible for collecting applications submitted in response to the open call for applications.

11.3 Applications determined to be complete and compliant by the Secretariat shall be evaluated by the Chair and the Director, using a cumulative analysis method, taking into consideration the combination of applicants' education, qualifications, and experience.

11.4 Upon finalization of technical evaluation, the Secretariat shall send the results of technical evaluation with all evaluated applications to the Steering Group for confirmation of the shortlisted candidates.

11.5 Five applicants receiving highest score in the technical evaluation process and confirmed by the Steering Group shall be shortlisted for an interview.



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11.6 Interview questions shall be prepared by the Director and approved by the Steering Group. The Chair and/or Director shall address interview questions with candidates, while the Steering Group members shall evaluate all interviewed candidates using an evaluation form (template evaluation form attached to the Office Policies Manual in Annex 11.3.). All interviews should follow the same procedure, including core questions and timing, to ensure all candidates have an equal opportunity to present themselves.

11.7 Interviews shall be organized and facilitated by the Secretariat.

11.6 The Steering Group shall consider appointing the candidate who received the highest score from the technical evaluation (40% of the total score) and the interview (60% of the total score). However, if the difference between the highest-scoring candidate and any other candidate(s) is not greater than five (5) percentage points, the Steering Group reserves the discretion to consider all such candidates for the appointment. The final decision shall take into account other relevant factors deemed appropriate by the Steering Group.

11.7 To be considered eligible for selection, a candidate must achieve a minimum threshold of 70 percent in the total evaluation score. If the highest-ranking candidate does not meet this threshold, the selection procedure shall be deemed unsuccessful and must be repeated. The repeated procedure shall follow the same criteria and process as the original.

Article 12 **Dismissal**

12.1 The Senior Anti-Corruption Adviser shall be dismissed if it is established that they do not fulfil their responsibilities or are not performing their functions.

12.2 A motivated proposal for dismissal of the Senior Anti-corruption Adviser may be submitted to the Steering Group by the Chair, Director or by a member country Representative. A copy of proposal shall also be sent to the Senior Anti-corruption Adviser against whom the proposal was submitted.

12.3 The Steering Group decides upon the proposal not later than 30 days from the date of receipt of the proposal. The Senior Anti-Corruption Adviser has the right to be heard within 10 days. The decision for dismissal of the Senior Anti-corruption Adviser or the conclusion for rejecting the proposal shall be adopted by a qualified majority of votes of the Steering Group.

12.4 The procedure to appoint a new Senior Anti-corruption Adviser shall start no later than 10 days after the adoption of decision.

SECTION THREE **CHIEF FINANCIAL AND OPERATIONS OFFICER**

Article 13 **Role**

The Chief Financial and Operations Officer develops and implements the financial policy of the Organization, maintains efficient and effective financial and operating systems and processes. The incumbent has senior responsibility for financial management, operations, human resource and procurement management.



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Article 14

Key Responsibilities

Financial Management:

- Oversees the work of the finance function as a whole to ensure that all activities related to the financial management, accounting and record-keeping of the Secretariat, including the preparation of budgets and financial reports to the Steering Group and donors are conducted;
- Responsible for the accuracy and reliability of financial information, and compliance with organization and donor requirements;
- Initiates development of internal policies concerning accounting, financial controls and financial risk management.

Audit, Compliance and Internal Controls:

- Ensures all audits and financial reports are carried out on time, in line with relevant laws, internal and donors' financial policies and compliance requirements;
- Ensures proper internal and donor reporting on financial and operational issues;
- Formulates and proposes appropriate control procedures and systems to safeguard Organization's financial resources.

Human Resource and administrative management:

- Administer the Organization's relations with the host country concerning the proper functioning of the Secretariat;
- Develops internal human resources policies, protocols and procedures;
- Facilitates human resources management activities including: recruitment, selection, hiring, performance evaluation, administering all types of contracts related to core staff, operational/project staff and interns, maintaining personnel files of staff members and temporary staff, ensuring their confidentiality;
- Provides guidance and clarification to staff on Secretariat's office policies;
- Develops and administers operational and administrative policies, standards and practices;
- Provides expert and timely advice and recommendations on host country legislation and regulations.

Procurement Management:

- Provides advice and guidance on the application of the procurement and contracting policies;
- Ensures that procurement and contracting activities are conducted in compliance with the organization/donor requirements, with adherence to the transparency, accountability, efficiency and value for money aspects.

Performs other specific tasks relevant to the work of the Secretariat and the level of authority as required.

In addition, performs all tasks relevant to the position of the Finance and Administration Officer(s), in cases of non-recruited or absence of finance and administration officer(s) at the operational level.



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Article 15

Eligibility and Qualifications

15.1 Qualifications and skills

- A citizenship of the Secretariat host country;
- University Degree (240 ECTS period) in Public or Business Administration, Management, Finance, Accounting or Economics;
- At least 7 years of experience in similar role, preferable in international organisation, with at least 3 years of professional experience in financial planning, budgeting, accounting, and reporting, internal control in international organisations with knowledge of and experience in SEE region;
- Experience in financial management of multi donor-funded projects;
- Knowledge of relevant host country laws, regulations, guidelines and administrative best practices related to non-profit sector;
- Knowledge and experience in financial aspects of project proposals, organisational development, grant applications and other development activities;
- Knowledge of human resource management principles and concepts;
- Professional fluency in English both written and oral and of the host country language;
- Computer literacy, with ability to use and knowledge of financial/accounting software(s).

15.2 Competences

- Excellent communication, planning and organizational skills with ability to maintain confidentiality in all aspects of work;
- Ability to work in demanding environment and within limited time frames, with strong attention to detail;
- Ability to set high quality standards and striving for continuous improvement;
- Ability to set goals and priorities, and assess actions and resources needed to achieve them;
- Ability to detect and solve problems by recognizing important information and link various data.

SECTION FOUR

CHIEF PROGRAMME AND COMMUNICATIONS OFFICER

Article 16

Role

The Chief Programme and Communications Officer develops programmatic and communications policies and process of the Organization. The incumbent has senior responsibility for all the programmatic aspects of the Organization, projects cycle management, partnerships, internal and external communication policies.

Article 17

Key Responsibilities

Programming:

- Facilitates development of RAI Programme and Secretariat's work plans, monitors their implementation, and prepares RAI Programme and projects reports;



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- In accordance with RAI Programme, develops fundraising plan, identifying targets to be completed within specific timeframe;
- Develops project proposals and concepts;
- Support Chief Financial and Operations Officer with formulating project budgets, as well as with receipt of new grants, and compliance with financial reporting procedures;
- Participates in project and funding negotiations and discussions with the donors, partners, stakeholders and beneficiaries.
- Provides expert and timely advice and recommendations on all programme related matters;

Monitoring and Evaluation:

- Leads development of policies concerning monitoring, project-related metrics;
- Identifies potential problems and advises mitigation measures and actions;
- Ensures efficient and timely monitoring and reporting for all Secretariat's projects;
- Ensures compliance with donor and partners reporting rules and procedures.

Communications:

- Leads development of internal and external communication policies;
- Provides expert and timely advice and recommendations on internal and external communications;
- Promotes RAI's impact on curbing corruption at the regional and national level by ensuring adequate visibility of Secretariat's achievements and actions.

Gender

- Leads development of policies concerning gender mainstreaming and human right approach;
- Ensures compliance of all staff and projects to adopted gender mainstreaming and human rights policies;
- Acts as a Gender Focal point of the Secretariat.

Performs other specific tasks relevant to the work of the Secretariat and the level of authority as required.

In addition, performs all tasks relevant to the position of Project Officer(s), in cases of non-recruited or absence of project officer(s) at the operational level.

Article 18

Eligibility and Qualifications

18.1 Qualifications and skills

- A citizenship of a Regional Anti-corruption Initiative's member country;
- University degree (240 ECTS period) in Law, Political Science, Public Relations, Public Administration, International Relations, Social Sciences, Management or a related field;
- At least 7 years of work experience in a similar role, preferably with an international organization, with at least 3 years of professional experience in programming, projects implementation, project monitoring and reporting, with experience in SEE region;
- Advanced knowledge in project management cycle and experience in multiple-donor project management;
- Demonstrated experience in drafting project proposals and reports as well as familiarity with drafting or managing budgets and/or other financial procedures;



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- Demonstrated experience in working with different stakeholders: government institutions, public officials, international organizations, and civil society in SEE region;
- Knowledge and experience in gender mainstreaming;
- Fluency in English both written and oral and at least one other language of the region;
- Computer literacy (with ability to operate Content Management System would be considered an advantage);
- Experience in communication relevant to public relations and promotion in the public sector.

18.2 Competences

- Ability to communicate effectively, both orally and in writing, with managers, colleagues, partners and beneficiaries, conveying information clearly, accurately, and in a timely manner;
- Ability to present ideas and plans clearly using the available resources;
- Ability to act proactively and to respond positively, creatively, and constructively to changing situations and new demands.