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PROGRAMME AGAINST CORRUPTION AND ORGANISED CRIME IN SOUTH-EASTERN EUROPE (PACO)

PROJECT DOCUMENT

**PACO IMPACT:
IMPLEMENTATION OF ANTI-CORRUPTION PLANS
IN SOUTH-EASTERN EUROPE**

Project title:	Implementation of anti-corruption plans in South-eastern Europe (PACO IMPACT)
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1 BACKGROUND AND JUSTIFICATION

The need to address corruption and organised crime as an obstacle to democratic stability, the rule of law and social and economic development in South-eastern Europe has been raised by the Council of Europe and other organisations on numerous occasions¹. Countries of South-eastern Europe have taken up this challenge and made progress in terms of adopting European standards and relevant legislation, joining international monitoring mechanisms (that is, the Group of States against Corruption – GRECO), elaborating national anti-corruption plans, and establishing specialised anti-corruption services.

The present project will support countries of South-eastern Europe in their anti-corruption efforts and more specifically in the implementation of their anti-corruption plans and strategies.

In general terms, anti-corruption strategies require political commitment and leadership as well as a clear legal basis defining what societies consider to be corrupt practices. Experience shows that such strategies are more likely to be successful if they consist of three elements which are closely inter-related:

- Enforcement of legislation
- Prevention
- Public awareness and participation in the anti-corruption effort.

Anti-corruption plans can ensure that these elements reinforce each other and are well balanced, that targets are established in a transparent manner, that all major stakeholders are involved, that the political commitment to anti-corruption measures is clearly expressed and that the progress made can be monitored. Experience shows that the creation of an institutional mechanism to manage and monitor the implementation of such plans is essential.

The Council of Europe has been cooperating with countries of South-eastern Europe against corruption, organised crime and money laundering for a number of years. With regard to the present project, the experience gathered under the PACO Albania project (since 2001) is particularly valuable. Under this project, the Albanian Anti-corruption Monitoring Group (ACMG) has been established and strengthened, the national anti-corruption plan has been improved and is being monitored by the ACMG, and the implementation of the plan has been promoted through a range of activities in priority areas (legislative advice, training, micro-system studies etc.). The PACO Programme – in 2002 and 2003 – has furthermore supported “The former Yugoslav Republic of Macedonia” as well as Kosovo with regard to the design of anti-corruption plans.

The project will follow up on the assessments carried out under the Stability Pact Anti-corruption Initiative (SPAI) as well as the recommendations resulting from GRECO evaluations. It is expected that this project in turn will also feed into the SPAI process and GRECO. It will furthermore build on the commitments made by countries of South-eastern Europe at the London Ministerial Conference on Organised Crime (November 2002) and take into account the anti-corruption measures identified within the Stabilisation and Association process (European Commission reports of March 2003).

It is important to note that the European Commission will support the implementation of these commitments among other things through the CARDS programme. In November 2003, the EC awarded the CARDS regional project on police with a specific focus on economic and organised crime² to a consortium led by the Council of Europe. The CARDS police and PACO IMPACT projects will be managed in a way that they complement each other.

¹ And most recently again by the European Union at the Thessaloniki European Council of 19-20 June 2003.

² A second module will deal with trafficking in human beings, illegal migration and smuggling in persons.

While the PACO Albania project has shown the validity of a country-specific project, a regional approach also has considerable benefits in that it allows for:

- sharing experience and access to best practice
- ensuring consistency with European standards throughout the region
- creating peer pressure and supporting regional dynamics
- cost effectiveness of management.

As the PACO Albania projects, PACO Impact is fully funded by the Swedish International Development Cooperation Agency (SIDA), while the Council of Europe is covering cost for administrative support in Strasbourg.

2 THE ISSUES TO BE ADDRESSED

The process of formulating and implementing anti-corruption plans and setting up of specialised institutions is at different stages and has taken different forms in the countries of South-eastern Europe.

However, the challenge of implementing anti-corruption plans is common to all countries. Support would in particular be required in the:

- review and improvement of plans; or the finalisation or elaboration of plans if necessary
- strengthening of institutional mechanisms for the management and monitoring of plans
- implementation of pilot activities in priority areas (legislative reforms, investigative and criminal justice capacities, interinstitutional cooperation, prevention within public administration, public awareness, research and assessments etc.) in order to create the necessary momentum.

2.1 Albania

Over the past five years Albania has been undergoing significant legal and institutional reform related to the prevention and control of corruption. Following problems in the implementation of an anti-corruption programme in 1998, a new plan was adopted in early 2000. This National Action Plan for the Prevention and Fight against Corruption is considered a living document and is being updated and improved on an annually basis with the endorsement of the Prime Minister of Albania and the Inter-Ministerial Committee against Corruption.

The following are the main stakeholders ensuring the implementation of the Action Plan:

- The Minister of State to the Prime Minister is the main coordinator for anti-corruption measures related to the Action Plan
- Detailed monitoring, reporting and liaison between different institutions is assured by the Anti-corruption Monitoring Group (ACMG). The ACMG consists of a Board which meets periodically and in which the main institutions are represented, and a Permanent Unit situated at the office of the Minister of State to the Prime Minister with six full time staff assuring day to day coordination and management with respect to the implementation of the Action Plan. This Unit compiles and analyses information received from different institutions and provides advice to them.
- Some 28 State institutions are involved in the implementation of the Action Plan. Each of these institutions has appointed one or more contact points who ensure liaison and cooperation with the ACMG Permanent Unit. The Unit also interacts with civil society institutions, including the Albanian Coalition against corruption.
- The ACMG, through the Minister of State, reports annually to the Prime Minister and the Inter-Ministerial Committee for the Fight against Corruption.

The authority, roles and responsibilities of these institutions are provided for by the Prime Minister's Order No. 225 of 23 September 2002 on the "reorganisation and functioning of the Anti-corruption Monitoring Group".

The Council of Europe supported the Albanian authorities through the PACO Albania 1 project from January 2000 to July 2002 aimed at the strengthening of the Anti-corruption Monitoring Group, and PACO Albania 2 from August 2002 to December 2003 in support of the implementation of the Action Plan.

Additional support would need to:

- Ensure the sustainability of the process involving the continued monitoring of the implementation of the Action Plan, the periodical review and update of the Plan, the capacities of the Permanent Unit and the contact points in different institutions.
- Further strengthen the analytical capabilities of the ACMG concerning the overall corruption situation.
- Strengthen the interaction of the ACMG Permanent Unit with similar institutions of other countries of the region in view of sharing of experience and creating regional dynamics
- Provide technical support to additional micro-system studies aimed at the prevention of corruption in particular at local levels.
- Completing the process of criminal law reforms on corruption and other forms of economic and organised crime
- Assist prosecutorial services and the judiciary in improving case management and exchange of information aimed at improving prosecution of corruption and organised crime related offences at central but also at local levels (as proposed in the Recommendations and expert opinion of 28 February 2003)
- Follow up to the regional fora held in Albania in November 2003 in order to support the implementation of anti-corruption measures at local and regional levels within Albania.

A project addressing these needs would also support the implementation of recommendations resulting from the first round of GRECO evaluations (report adopted on 13 December 2002) and the areas for priority action in Albania of the London Statement.

2.2 Bosnia and Herzegovina

Measures against corruption have been high on the agenda in Bosnia and Herzegovina for a number of years, but these efforts have been characterised by fragmentation. Over the years, various commissions and working groups have been created, mostly at entity level. The most consistent effort has been made by the Office of the High Representative. In 1999 a Comprehensive Anti-Corruption Strategy for Bosnia and Herzegovina was launched covering the four components prevention, transparency in public institutions, law enforcement and public awareness. Work continues through OHR's Anti-Crime and Corruption Unit (ACCU). It should be noted that this strategy is primarily implemented by the international community.

In 2002, efforts were made by working groups and institutions to develop an anti-corruption strategy for Bosnia and Herzegovina at the State level. A draft strategy developed by a working group under the Ministry of Trade and Economic Relations foresaw a range of legislative, preventive and institutional measures including the establishment of an Office for Corruption and Organised Crime at the State level. However, it has not been formally adopted.

At the London Ministerial Conference (November 2002), the authorities of Bosnia and Herzegovina committed themselves again "to finalise and implement – in close cooperation with the international community – a national anti-corruption plan which designates responsibility for anti-corruption measures to a single body ...".

In 2003, legislation entered into force providing for a State court and a Public prosecution office at the State level, which among other things, will also have responsibility for economic and organised crime.

In July 2003, the Group of States against Corruption adopted an evaluation report on Bosnia and Herzegovina with 18 recommendations, including as the first one "... to establish or designate a body for the enhancement of country-wide anti-corruption activities."

In terms of technical assistance, needs include support to:

- the finalisation of an anti-corruption plan for Bosnia and Herzegovina. Such a plan, and in particular the drafting process, may be a means to overcome fragmentation and establish a common basis for the anti-corruption effort
- the creation of a State level anti-corruption office responsible for monitoring and overseeing the implementation of anti-corruption measures within Bosnia and Herzegovina and for international cooperation
- strengthen the legal basis for anti-corruption measures by supporting the process of criminal law reform on corruption and other forms of economic and organised crime
- building up the capacities of the departments within the State court and Public prosecution office responsible for economic and organised crime.

2.3 Croatia

In March 2002, the Croatian Parliament adopted a National Programme for the Fight Against Corruption and Action Plan.

The Plan identifies eight priority areas to be addressed in simultaneously to ensure a balanced and coherent approach: administration of criminal justice, organisation of public administration, financial accountability, promoting political and civil responsibility, and enhancing international activity.

The Plan foresees the creation of a "Commission for the Execution of the National Programme against Corruption" within the Parliament providing continued political support to the implementation of the plan and responsible for permanent cooperation between the Parliament, the Government and other bodies involved in its implementation. The Commission should also include civil society representatives. To date, this Commission has not yet been set up.

Furthermore, within the Office for the Fight against Corruption and Organised Crime (USKOK) – created in October 2001 – a separate department for the prevention of corruption and public relations has been set up for the purpose of coordinating the implementation and steering of the activities under the Plan as well as ensuring cooperation with civil society and carrying out public awareness measures.

In addition to USKOK, the Department for Economic Crime and Corruption at the National Police Administration plays an important law enforcement role against corruption.

At the London Ministerial Conference (November 2002), Croatia committed itself to implement – in close cooperation with the international community – the National Programme and Action Plan.

The GRECO also recommended to the Croatian authorities, among other things:

"to take further steps to ensure the implementation of the Programme and Action Plan and the continuous monitoring of the implementation of existing legislation in the anti-corruption area. For these purposes, one of the possibilities could be to establish a cross-cutting monitoring

Commission (possibly linked to the Parliament, and comprising representatives of the various governmental bodies – including USKOK, civil society and the business community). This commission could also be in charge of the continuous adaptation of the Programme and Action Plan to the progress achieved and/or new problems arising in Croatia”.

While the existence of an agreed upon Action Plan and of the USKOK provides a framework for action, a technical cooperation project would need to support:

- the monitoring, analytical and coordinating capacity of USKOK and the Commission (which is yet to be established)
- the consolidation of the legal basis anti-corruption measures by supporting the process of criminal law reform on corruption and other forms of economic and organised crime
- public awareness and prevention measures which are within the mandate of USKOK
- the specialisation and skills of prosecutors in the management of corruption cases.

2.4 “The former Yugoslav Republic of Macedonia”

In April 2002, the Parliament adopted the law on the prevention of corruption. In accordance with this law, a State Anti-corruption Commission was established with seven members elected by the Parliament. The Commission is to carry out different duties defined by the law, including to launch a national strategy against corruption. In April 2003, the Commission thus engaged in the process of drafting such a strategy in the form of a National Anti-corruption Programme. Upon finalisation, the Programme was endorsed by the Parliament in late June 2003.

It may be noted in this regard that the drafting of an anti-corruption strategy was also recommended by GRECO in its report of December 2002.

The implementation of this Programme would involve more than ten government institutions and independent bodies ranging from the political system (party financing), legislation and the judicial system, banking, financial and business sectors, the state administration, and civil society and media as well as international organisations.

Discussions showed that a strong institutional mechanism is required to monitor and manage the implementation of the Programme. The State Commission has a comprehensive mandate but this may be reviewed in view of the needs of the Programme and resource requirements. The State Commission will need to be supported by a strong office or secretariat to follow day to day activities.

A technical cooperation project would need to:

- Strengthen the State Commission and its office, in particular its capacities to monitor the implementation of the Programme and to advise cooperating institutions
- Support a process of improving and updating the national Programme
- support the process of criminal law reform on corruption and other forms of economic and organised crime
- Support the activities foreseen under the Programme in order to create a momentum of implementation of the Programme
- Follow up on GRECO recommendations in particular in view of creating specialised investigative bodies and enhancing the skills of prosecutors.

2.5 Serbia

The prevention and control of corruption is considered a high priority by the authorities of Serbia. In October 2002 an anti-corruption conference was held in Belgrade in which late Prime Minister Zoran Djindjic outlined the main elements of his Governments anti-corruption

strategy, namely transparency in the performance of public functions, clear responsibility of public officials, defined competencies of state bodies and agencies, possibility for victims of corruption to seek assistance, and law enforcement.

A set of laws is currently in the making which are expected to make a significant contribution to this effect.

In addition, several institutions have been established or are envisaged:

- In December 2001, an Anti-corruption Council comprising eleven civil society members was established to monitor the corruption situation, advises and assists the Government and other State bodies with regard to measures to be taken and raises public awareness on corruption. Administrative support to the Council is to be provided by the Office of the Prime Minister.
- An Anti-corruption Office within the Ministry of Economy and Finance is responsible for day-to-day coordination of anti-corruption activities, the preparation of legal and other proposals and general preventive measures.
- In January 2002, anti-corruption teams were formed in 26 cities of Serbia consisting of prosecutors and police officers (initially they also included officials of the State Security Service). Results of their work (from January 2002 to February 2003) include 140 indictments against 245 people, including 177 arrests, suspected of having committed bribery, abuse of official positions and other corruption-related offences.
- A Committee for the Fight against Corruption headed by the Prime Minister and comprising key ministers and officials is to steer the anti-corruption effort of the administration.
- The creation of an Anti-corruption Agency is currently under discussion.

External assistance to the anti-corruption effort has been limited to date. Support would be required to :

- further elaborate the Government's anti-corruption strategy
- support the process of criminal law reform on corruption and other forms of economic and organised crime
- strengthen the Anti-corruption Council
- transform the Anti-corruption Office into a sustainable structure with a clearly defined mandate
- strengthen the capacities of the 26 anti-corruption teams and establish a central office.

A commitment to develop and implement of comprehensive anti-corruption strategy has been expressed by the authorities of Serbia and Montenegro at the London Ministerial Conference in November 2002.

2.6 Montenegro

In 2001, the Anti-corruption Agency (ACA) was established by a special decree, which gave it the powers to initiate anti-corruption related legislation, ensure coordination between institutions, and draft national strategies against corruption. The ACA is an independent body without operational powers and reports to the Office of the Prime-minister of Montenegro.

The ACA is a small institution composed of four staff members. So far it has mainly focused on the drafting of relevant legislation in order to establish the legal basis for anti-corruption measures and on providing advice to the Government.

In the future, the focus will be on the implementation of these laws. The preparation of an anti-corruption strategy for Montenegro is envisaged in order to ensure a coherent and comprehensive approach against this phenomenon.

Assistance would be required to:

- Support the ACA in the drafting of the anti-corruption strategy for Montenegro
- Strengthen the capacities of the ACA to manage and monitor the implementation of the strategy and provide advice to other institutions
- Enhance the specialisation of police officers, prosecutors and judges
- Support the process of criminal law reform on corruption and other forms of economic and organised crime
- Support pilot activities in order to initiate the implementation of the strategy.

2.7 Kosovo

In October 2002, the Provisional Institutions of Self Government of Kosovo (PISG), specifically the Office of Prime Minister of Kosovo and UNMIK, carried out several meetings in order to initiate the drafting of an anti-corruption strategy for Kosovo. A working group was established for that purpose by the Office of Good Governance (at the Prime Minister of Kosovo), the UNMIK SRSG Office of Legal Advisor (UNMIK-OLA), and the UNMIK Department of Justice. The Council of Europe, through the PACO Programme, supported these discussions and provided advice.

As a result of this process, the Prime Minister of Kosovo endorsed the Anti-corruption Policy Paper which defines the steps to be taken towards the development of a comprehensive anti-corruption strategy:

- preparatory phase
- raising of public awareness and participation
- strengthening and reform of legislation
- establishment of the anti corruption body.

An Inter-ministerial Working Group of the Government of Kosovo against corruption has been established which will be responsible to carry this process forward. The Policy Paper endorsed by the Prime Minister of Kosovo as well as UNMIK Regulation 2001/9 on the Constitutional Framework for Provisional Self-Government in Kosovo constitute the basis for this work. Other institutions to be involved are the Office for Good Governance at the Office of the Prime Minister of Kosovo and the UNMIK/SRSG Office of Legal Adviser (OLA)

Technical assistance is required:

- To support the Inter-ministerial Group in the drafting of the anti-corruption plan
- To strengthen the legal basis for anti-corruption measures by supporting the process of criminal law reform on corruption and other forms of economic and organised crime
- To assist in the establishment of a monitoring and coordinating body
- To carry out pilot activities in order to initiate the implementation of the strategy.

On 13 June 2003, the Office for Good Governance asked the Council of Europe for support in these fields.

3 PROJECT STRATEGY

3.1 Overall strategy

The project is aimed at supporting the implementation of anti-corruption plans in each project area.

In order to achieve this objectives the project will:

- Help improve existing plans as appropriate (Albania, Croatia, “The former Yugoslav Republic of Macedonia”, Serbia) or elaborate plans where they do not yet exist (Bosnia and Herzegovina, Kosovo, Montenegro)
- Strengthen existing institutional mechanism responsible for coordinating and monitoring the implementation of the plan (ACMG in Albania, USKOK in Croatia, ACA in Montenegro, Anti-corruption Council and Office in Serbia, State Commission in “The former Yugoslav Republic of Macedonia”) or support the establishment of such mechanisms (e.g. Bosnia and Herzegovina, Kosovo, Anti-corruption Committee in Serbia, Commission in Croatia)
- Help create a momentum of implementation by supporting a limited number of activities foreseen under these plan
- In parallel to the above, support the strengthening of the legal basis for measures against corruption and other forms of economic and organised crime.

The process of elaboration or review or improvement of such plans implies consultations with a range of stakeholders and approvals by governments or parliaments. In some cases, the type of institutional mechanisms to be established and the activities to be implemented will only be determined in the course of this process. Therefore, the project needs to maintain a degree of flexibility.

Research suggests a link between higher levels of women in politics and public administration and lower levels of corruption, as well as links between high levels of corruption and gender inequality. Gender aspects should therefore be taken into account when designing anti-corruption measures, and a gender analysis should be carried out in the early phases of the project.

Countries of South-eastern Europe, on the one hand, are pursuing different approaches in terms of their anti-corruption plans and institutions. On the other hand, they are committed to the same European normative framework, in particular the anti-corruption conventions of the Council of Europe, and they participate in GRECO. Moreover, they are engaged in the stabilisation and association process with the European Union, and they are involved the Stability Pact Anti-corruption Initiative which in 2003 agreed to promote the networking of specialised anti-corruption bodies.

The project, while taking into account the specific needs of each project area, will therefore also contain a strong element of regional interaction, and facilitate experience exchange and networking among anti-corruption institutions.

In this way, the project will follow up on recommendations resulting from GRECO evaluations, the commitments made by countries at the London Ministerial Meeting (November 2002). It will furthermore support the stabilisation and association process and the Stability Pact Anti-corruption Initiative (SPAI).

3.2 Objective, outputs and activities

In general terms, activities, outputs and objectives are linked as follows:

Long-term objective:	Strengthen democracy and the rule of law in South-eastern Europe through the prevention and control of corruption
Project objective:	To contribute to the implementation (and further elaboration) of anti-corruption plans in countries of South-eastern Europe
Output 1:	Anti-corruption plans improved or elaborated
Activities:	<ul style="list-style-type: none">▪ In-country working group meetings, workshops and training events and advice to improve or elaborate and operationalise anti-corruption plans (including clear benchmarks, indicators, and assignment of tasks, and reflecting a balance between law enforcement, prevention and public awareness/involvement)▪ Regional seminars to allow for a mutual review of anti-corruption plans and experience exchange (in support of the aims of the SPAI)
Output 2:	Institutional mechanisms for the monitoring and management of anti-corruption plans strengthened
Activities:	<ul style="list-style-type: none">▪ Advice on legal basis, tasks, organisational set up and management of anti-corruption institutions▪ Provide training for staff and advice to these institutions▪ Provide basic equipment to these institutions (if necessary)▪ Facilitate experience exchange and networking among anti-corruption institutions (in support of the aims of the SPAI)
Output 3:	Draft laws/amendments available to bring the criminal legislation on corruption in line with European standards
Activities:	<ul style="list-style-type: none">▪ Support review of criminal legislation▪ Commission legal opinions▪ Hold workshops/training events to discuss and finalise draft laws for submission to government
Output 4:	Pilot activities supported
Activities:	<ul style="list-style-type: none">▪ In each project area support the implementation of limited number of activities which are of high priority and impact, which could serve as examples or which could help create a momentum▪ Regional seminars to provide access to best practice and disseminate experience gained in different countries.

Specific outputs, activities, indicators and assumptions are provided in the logical framework in the appendix.

3.3 Working methods

The following types of support will be provided under this project in a flexible manner:

- Advice by consultants, experts, project staff and the Council of Europe Secretariat to counterparts or individual institutions through bi-lateral contacts and meetings
- Formal opinions (in particular on draft laws) provided by consultants and experts
- Advice by consultants, experts and project staff through small working group meetings with representatives of beneficiary institutions
- Funding and expert/consultant inputs to in-country training workshops

- Funding and expert/consultant inputs to national level seminars and conferences for larger groups of representatives of the country or project area (to be used in particular for consultations on anti-corruption strategies)
- Funding and expert/consultant inputs to regional meetings for representatives of all project areas
- Funding of basic office/computer equipment for the main counterpart anti-corruption institution
- Funding of publications and documentation for the main counterpart anti-corruption institution in order to facilitate communication with the public and to contribute to public awareness and education
- Funding of pilot activities under the anti-corruption strategies (details to be determined in the course of the inception phase). Due consideration should be given to activities related to public information and education.

4 PARTICIPANTS

Activities will involve Albania, Bosnia and Herzegovina, Croatia, “The former Yugoslav Republic of Macedonia”, Serbia, Montenegro and Kosovo and in particular the following main counterpart institutions in each of these project areas:

Albania: Anti-corruption Monitoring Group (ACMG), the Ministry of Justice and the Office of the Prosecutor General

Bosnia and Herzegovina: Working group on corruption within the Ministry of Foreign Affairs, State Court, State Public Prosecution, Ministries of Justice and Public Prosecutors at entity level

Croatia: USKOK, Ministry of Justice and Ministry of Interior

“The former Yugoslav Republic of Macedonia”:
State Anti-Corruption Commission, Ministry of Justice, Ministry of Interior, group of specialises prosecutors on corruption and organised crime

Serbia: Anti-corruption Office within the Ministry of Economy and Finance, Anti-corruption Council, anti-corruption teams, Ministry of Interior, Prosecution service

Montenegro: Anti-corruption Agency (ACA), Ministry of Justice, Prosecution service, Ministry of Interior

Kosovo: Interministerial Group of the Government of Kosovo against Corruption, Office of Good Governance at the Prime Minister of Kosovo, UNMIK Office of the Legal Adviser and the UNMIK Department of Justice.

Additional institutions will be involved within the framework of pilot activities supported under this project.

5 WORKPLAN AND TIMETABLE

The project will have a duration of two years with March 2004 as the proposed starting date.

Upon approval of the project and confirmation of funding, each counterpart institution will be requested to nominate a project director

The period March to July 2004 is considered to be the inception phase:

- Between March and May 2004 a first series of workshops/training events will be carried out in each project area. These events will among other things be used to establish a detailed work plan for the respective project area for the remaining period of the project. Specific workplans may differ considerably between project areas. This phase will furthermore allow a finalisation of the logical framework and specification of the indicators of success. A gender analysis will also be carried out during this phase.
- At the first regional seminar (scheduled for late June / early July 2004) these workplans will be presented and consolidated.

A second regional seminar to review progress and share experience will be held in May 2005 and a final one in February 2006. The final regional seminar will also help evaluate the project.

6 IMPLEMENTATION ARRANGEMENTS

In each country (or project area), the Government will appoint one project director who – together with the main official anti-corruption body – will be the main interlocutor for the Council of Europe in the implementation of this project. The project director should be a senior staff member of the main anti-corruption institution or of a relevant ministry or State body with the necessary authority to ensure the organisation of project activities.

The project will be implemented by the Department of Crime Problems of the Directorate General for Legal Affairs of the Council of Europe. The Department of Crime Problems is involved in standard setting activities in the field of corruption, organised crime, money laundering and other forms of economic crime, is responsible for relevant monitoring mechanisms (MONEYVAL for money laundering and the Group of States against Corruption – GRECO) and carries out technical cooperation programmes (such as Octopus, MOLI projects against money laundering, and PACO). It is furthermore representing the Council of Europe in the Stability Pact initiative against corruption (SPAI). The implementation of the project by the Department of Crime Problems will thus ensure coherence and integration with standard setting, monitoring and other technical cooperation activities as well as with the SPAI.

The project will be managed as part of the Programme against corruption and organised crime in South-eastern Europe (PACO). The Council of Europe will assign a project manager who will be specifically responsible for the implementation of the project. The project manager will be based in Strasbourg as part of the technical cooperation team within the Department of Crime Problems. This team will also follow the implementation of other technical cooperation activities in South-eastern Europe, including the proposed CARDS police project. S/He will work under the supervision of the PACO Programme manager and the Head of the Department of Crime Problems. S/he will undertake extended missions to the countries participating in order to carry out all the necessary activities provided for in this project document.

Moreover, in each of the countries/areas a local project officer will be recruited by the Council of Europe with the task of supporting counterpart institutions on a day-to-day basis. Ideally, the project officer will be located within the main counterpart institution. The project will furthermore be able to rely on Council of Europe offices in Belgrade, Podgorica, Pristina, Sarajevo, Skopje and Tirana.

A pool of experts and consultants will be created who will provide short-term inputs to the project. In order to strengthen links with and benefit from the experience of anti-corruption bodies in other European countries, cooperation with such bodies (to function as a source of expertise) will be sought.

It is foreseen to purchase basic computer and other office equipment to facilitate the work of the institutions responsible for drafting or monitoring the anti-corruption plans. Equipment will be purchased according to Council of Europe procurement regulations. The equipment will remain the property of the donor, and must only be used for project purposes. A decision about the final disposal of the equipment will be made at the end of the project by the Council of Europe and the donor on the basis of the project evaluation.

7 MONITORING AND EVALUATION

The project manager will work under the direct supervision of the manager of the technical cooperation unit and will report to the Head of the Economic Crime Division of the Directorate General of Legal Affairs of the Council of Europe. The project manager will prepare an inception report within three months after the beginning of project activities.

A mid-term review meeting will be carried out one year after the beginning of the project – in conjunction with the second regional seminar – to assess progress and to agree on adjustments to the project if necessary. It will involve the project directors from the countries of South-eastern Europe, and representatives of the Council of Europe and the main donor organisation. The review will be carried out on the basis of a detailed progress report prepared by the project manager in consultation with the project directors.

Two months before the end of the project (and in conjunction with the third regional seminar), the project will be evaluated by two evaluators (one nominated by the Director-General of Legal Affairs of the Council of Europe and one nominated by the main donor of the project). Prior to the evaluation, the project manager in consultation with the project directors will prepare a detailed progress report which will be made available to the evaluators.

8 ASSUMPTIONS AND RISKS

The project is based on the assumption that the governments are committed to develop and implement anti-corruption plans as expressed at the London Ministerial Conference (November 2002) and as recommended by GRECO, SPAI and the European Commission (SAP reports).

In some project areas, such plans have already been developed and are under implementation, and institutional mechanisms to manage and monitor implementation have been established. In these cases, support to be provided through the present project can be clearly defined and well focused.

In other project areas, such plans still need to be developed. The process of elaborating and adopting an anti-corruption strategy reflecting a common understanding by all stakeholders is intricate and the course of action difficult to predict. The project should thus maintain a certain level of flexibility in terms of the timing and type of assistance activities.

Further assumptions related to specific outputs and activities are listed in the logical framework in the appendix.

9 PREREQUISITES

Written confirmation of commitment to participate in this project and nomination of a project director as the main counterpart is required from the governments of Albania, Bosnia and Herzegovina, Croatia, "The former Yugoslav Republic of Macedonia", Serbia, Montenegro and Kosovo. Project directors should, preferably, represent the main counterpart institution, that is, a specialised anti-corruption body.

In order to ensure day-to-day interaction between the main counterpart institutions (anti-corruption bodies) and the project, governments should make office space available for the local project officers and short-term experts.

10 APPENDIX

10.1 Logical framework

<i>Intervention logic</i>	<i>Description</i>	<i>Indicators</i>	<i>Means of verification</i>	<i>Assumptions</i>
Long-term objective:	Strengthen democracy and the rule of law in South-eastern Europe through the prevention and control of corruption			
Specific objective	Contribute to the implementation (and further elaboration) of anti-corruption plans in countries of South-eastern Europe	<ul style="list-style-type: none"> Level of implementation of anti-corruption plans in Albania, Bosnia and Herzegovina, Croatia, "The former Yugoslav Republic of Macedonia", Serbia, Montenegro and Kosovo 	<ul style="list-style-type: none"> GRECO reports Final project evaluation report 	<ul style="list-style-type: none"> The implementation of high-quality and well-balanced anti-corruption plans will reduce corruption and thus strengthen confidence in and the functioning of political, legal, administrative and economic systems in South-eastern Europe
Output 1	Anti-corruption plans improved or elaborated in each of the participating countries and areas	<ul style="list-style-type: none"> Quality of anti-corruption plans in Albania, Bosnia and Herzegovina, Croatia, "The former Yugoslav Republic of Macedonia", Serbia, Montenegro and Kosovo in terms of balance between enforcement, prevention and public education/support components, timelines, indicators of achievement, responsibilities 	<ul style="list-style-type: none"> Progress reports prepared by the anti-corruption institutions in each project area Results of regional progress reviews GRECO reports Final project evaluation report 	<ul style="list-style-type: none"> Improved quality of plans will enhance level of implementation Political will to implement the national anti-corruption plans is maintained
Activities	<p>Regional seminar to review current status of anti-corruption plans in each project area, to agree on a detailed workplan for the project as well as on pilot projects to be supported under Output 4. Additional session to review and exchange the experience from specialised anti-corruption services in this region (see Output 2)</p> <p>Albania:</p> <ul style="list-style-type: none"> Support to the national anti-corruption conference June 2004 to update the national plan Support to the national anti-corruption conference June 2005 to update the national plan 	<ul style="list-style-type: none"> By end June 2004: Seminar held, analytical report on status of plans in each project area available, detailed project workplan including on priority pilot projects adopted Conferences held and national plan updated in mid-2004 and mid-2005 	<ul style="list-style-type: none"> Project progress and activity reports Project progress and activity reports 	<ul style="list-style-type: none"> Political will to implement the national anti-corruption plan is maintained Political will to implement the national anti-corruption plan is maintained

<p>Bosnia and Herzegovina:</p> <ul style="list-style-type: none"> In-country training event and advice to review the state of affairs and the steps to taken to draft an anti-corruption strategy Up to 3 in-country workshops/training events/working group meetings and advice in support of the drafting process Support to 2 national anti-corruption conferences to adopt and improve the anti-corruption plan 	<ul style="list-style-type: none"> By end March 2004 first workshop held resulting in a status report and proposals for steps to be taken 	<ul style="list-style-type: none"> Project progress and activity reports 	<ul style="list-style-type: none"> Political will to elaborate a national anti-corruption plan is available
<p>Croatia:</p> <ul style="list-style-type: none"> In-country workshops/training events/working group meetings and advice to review the implementation and to update the National Anti-corruption Programme adopted in March 2002 	<ul style="list-style-type: none"> By end May 2004 first workshop held resulting in a status report and proposals for steps to be taken 	<ul style="list-style-type: none"> Project progress and activity reports 	<ul style="list-style-type: none"> Political will to implement the national anti-corruption programme is maintained
<p>"The former Yugoslav Republic of Macedonia":</p> <ul style="list-style-type: none"> Workshops/training events/working group meetings and advice to operationalise the National Anti-corruption Programme and Action Plan of June 2003 Support to national anti-corruption conference 2004 to review progress made and update the Action Plan Support to national anti-corruption conference 2005 to review progress made and update the Action Plan 	<ul style="list-style-type: none"> By end March 2004 first workshop held resulting in a status report and proposals for steps to be taken 	<ul style="list-style-type: none"> Project progress and activity reports 	<ul style="list-style-type: none"> Political will to implement the national anti-corruption programme is maintained
<p>Serbia:</p> <ul style="list-style-type: none"> In-country workshops/training events/working group meetings and advice to further elaborate the anti-corruption strategy Support to a conference to discuss and adopt the improved strategy Support to a conference to review progress made and update the strategy 	<ul style="list-style-type: none"> By end April 2004 first workshop held resulting in a status report and proposals for steps to be taken 	<ul style="list-style-type: none"> Project progress and activity reports 	<ul style="list-style-type: none"> Political will to further elaborate the national anti-corruption strategy is available
<p>Montenegro</p> <ul style="list-style-type: none"> In-country workshops/training events/working group meetings and advice to review the state of affairs and the steps to taken to draft an anti-corruption strategy Up to 3 in-country workshops/training events/working group meetings and advice in support of the drafting process Support to 2 anti-corruption conferences to adopt and improve the anti-corruption plan 	<ul style="list-style-type: none"> By end April 2004 first workshop held resulting in a status report and proposals for steps to be taken 	<ul style="list-style-type: none"> Project progress and activity reports 	<ul style="list-style-type: none"> Political will to elaborate an anti-corruption plan is available
<p>Kosovo</p> <ul style="list-style-type: none"> Up to 3 Kosovo-wide workshops/training events/working group meetings and advice in support of the drafting process of the anti-corruption strategy Support to 2 anti-corruption conferences to adopt and improve the strategy 	<ul style="list-style-type: none"> By end March 2004 first workshop held resulting in a status report and proposals for steps to be taken 	<ul style="list-style-type: none"> Project progress and activity reports 	<ul style="list-style-type: none"> Political will to elaborate an anti-corruption plan is maintained
<p>Regional seminar to review progress made in the implementation of anti-corruption plans in each country</p>	<ul style="list-style-type: none"> Regional seminar held by May 2005 	<ul style="list-style-type: none"> Project progress and activity reports 	

Output 2	Institutional mechanisms for the monitoring and management of anti-corruption plans strengthened	<p>For each institution:</p> <ul style="list-style-type: none"> • Availability and quality of legal basis and mandate • Staffing and funding levels • Quantity and quality of reports prepared • Quality of workplans 	<ul style="list-style-type: none"> • Progress reports prepared by the anti-corruption institutions in each project area • Results of regional progress reviews • GRECO reports • Final project evaluation report 	
Activities	<p>Regional meeting on best practice in the establishment of anti-corruption institutions</p> <p>Albania</p> <ul style="list-style-type: none"> • Assess the performance of the ACMG and support proposals for enhancing its capacities <p>Bosnia and Herzegovina:</p> <ul style="list-style-type: none"> • In conjunction with the elaboration of the national strategy discuss and agree on an institutional mechanism to manage and monitor the implementation of the strategy. • Advice on legal basis, tasks, organisational set up and management of anti-corruption institutions • Provide training for staff of this institution • Provide basic office equipment to this institution <p>Croatia:</p> <ul style="list-style-type: none"> • Workshops and policy advice to support the setting up of the National Commission for the Execution of the National Programme against Corruption • Train the staff of the prevention department of USKOK in the monitoring and management of the National Programme <p>“The former Yugoslav Republic of Macedonia”:</p> <ul style="list-style-type: none"> • Advice on legal basis, tasks, organisational set up and management of the State Commission, its Office and of other anti-corruption institutions (in particular within the prosecution and the Ministry of Interior) • Train staff in the monitoring and management of the Anti-corruption Programme and Action Plan • Provide basic office equipment to the State Commission and its Office <p>Serbia:</p> <ul style="list-style-type: none"> • Workshops/training events/working group meetings and advice concerning the institutional mechanisms to monitor and manage the anti-corruption strategy • Train the staff of the agency responsible for monitoring the implementation of the strategy • Provide basic equipment to this agency 	<ul style="list-style-type: none"> • (see indicator for regional meeting under Output 1) • By October 2004, recommendations for strengthening the capacity of the ACMG available • Proposal for institutional mechanism available by October 2004 for submission to the Government • National Commission established • Prevention Department of USKOK operational • Number of training events held • Report on the improvement of institutional capacities for anti-corruption available • Number of training events held • Law on the anti-corruption agency prepared • Number of training events held for staff of the anti-corruption agency 	<ul style="list-style-type: none"> • Project progress and activity reports • Project progress and activity reports • Project progress and activity reports • Project progress and activity reports 	

	<p>Montenegro:</p> <ul style="list-style-type: none"> Review the legal basis, tasks, organisational set up of the Anti-corruption Agency Train the staff of the ACA in the monitoring and management of the anti-corruption strategy Provide basic office equipment to the ACA <p>Kosovo:</p> <ul style="list-style-type: none"> Advice on legal basis, tasks, organisational set up of the anti-corruption mechanism to be established Train staff of this mechanism Provide basic office equipment <p>Regional meeting to review performance of anti-corruption institutions</p>	<ul style="list-style-type: none"> Recommendations for enhancing the capacities of the ACA submitted to the Government Number of training events held for staff of the ACA Recommendations for the setting up of an institutional mechanism submitted to the respective authorities Number of training events held for staff of this institution By May 2005, regional meeting with peer review of performance of anti-corruption institutions 	<ul style="list-style-type: none"> Project progress and activity reports Project progress and activity reports Project progress and activity reports 	
Output 3	<p>Draft laws/amendments available to bring the criminal legislation on corruption in line with European standards</p>	<ul style="list-style-type: none"> Number of opinions prepared and workshops held and draft laws submitted to government 	<ul style="list-style-type: none"> GRECO reports and legal opinions 	The competent authorities (Governments and Parliaments) proceed with the draft laws submitted to them
	<p>Albania</p> <ul style="list-style-type: none"> Support review of criminal legislation Commission legal opinions Hold workshops/training events/working group meetings to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> Number of opinions prepared and workshops held and draft laws submitted to government 		
	<p>Bosnia and Herzegovina:</p> <ul style="list-style-type: none"> Support review of criminal legislation Commission legal opinions Hold workshops/training events/working group meetings to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> Number of opinions prepared and workshops held and draft laws submitted to government 	<ul style="list-style-type: none"> Project progress and activity reports 	
	<p>Croatia:</p> <ul style="list-style-type: none"> Support review of criminal legislation Commission legal opinions Hold workshops/training events to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> Number of opinions prepared and workshops held and draft laws submitted to government 	<ul style="list-style-type: none"> Project progress and activity reports 	
	<p>"The former Yugoslav Republic of Macedonia":</p> <ul style="list-style-type: none"> Support review of criminal legislation Commission legal opinions Hold workshops/training events/working group meetings to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> Number of opinions prepared and workshops held and draft laws submitted to government 	<ul style="list-style-type: none"> Project progress and activity reports 	
	<p>Serbia:</p> <ul style="list-style-type: none"> Support review of criminal legislation Commission legal opinions Hold workshops/training events/working group meetings to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> Number of opinions prepared and workshops held and draft laws submitted to government 	<ul style="list-style-type: none"> Project progress and activity reports 	

Output 4	<p>Montenegro:</p> <ul style="list-style-type: none"> Support review of criminal legislation Commission legal opinions Hold workshops/training events/working group meetings to discuss and finalise draft laws for submission to government <p>Kosovo:</p> <ul style="list-style-type: none"> Support review of criminal legislation Commission legal opinions Hold workshops/training events/working group meetings to discuss and finalise draft laws for submission to the competent authorities <p>Pilot activities supported</p>	<ul style="list-style-type: none"> Number of opinions prepared and workshops held and draft laws submitted to government Number of opinions prepared and workshops held and draft laws submitted to government Quantity, quality and results of activities supported 	<ul style="list-style-type: none"> Project progress and activity reports Project progress and activity reports Progress reports prepared by the anti-corruption institutions in each project area Results of regional progress reviews Final project evaluation report 	
Activities	<p>In each project area support the implementation of a range of activities which are of high priority and impact, which could serve as examples or which could help create a momentum (details to be determined):</p> <ul style="list-style-type: none"> Albania Bosnia and Herzegovina Croatia "The former Yugoslav Republic of Macedonia" Serbia Montenegro Kosovo <p>Regional seminars to provide access to best practice and disseminate experience gained in different countries.</p>	<ul style="list-style-type: none"> Level of implementation of activities Level of implementation of activities 	<ul style="list-style-type: none"> Project progress and activity reports 	

10.2 Inputs and workplan

<i>Intervention Logic</i>	<i>Description</i>	<i>Inputs required</i>	<i>Timing</i>	<i>Responsibility</i>
Long-term objective:	Strengthen democracy and the rule of law in South-eastern Europe through the prevention and control of corruption			
Specific objective	Contribute to the implementation (and further elaboration) of anti-corruption plans in countries of South-eastern Europe	<ul style="list-style-type: none"> • 24 workmonths project manager • Cost for monitoring by COE HQs • mid-term review • project evaluation 	Mar 2004 – Feb 2006	Council of Europe
Output 1	Anti-corruption plans improved or elaborated in each of the participating countries and areas			Project Manager (Council of Europe) in cooperation with national counterpart institutions and local project officers
Activities	First regional seminar to review current status of anti-corruption plans in each country	<ul style="list-style-type: none"> • 1 regional seminar for up to 45 participants • 9 workdays of short-term experts/consultants 	June 2004	
	Albania: <ul style="list-style-type: none"> • Support to the national anti-corruption conference June 2004 to update the national plan • Support to the national anti-corruption conference June 2005 to update the national plan 	<ul style="list-style-type: none"> • 2 national conferences • 9 workdays of short-term experts/consultants 	June 2004 June 2005	
	Bosnia and Herzegovina: <ul style="list-style-type: none"> • In-country workshops/training event and advice to review the state of affairs and the steps to taken to draft an anti-corruption strategy • Up to 3 in-country workshops/training events and advice in support of the drafting process • Support to 2 national anti-corruption conferences to adopt and improve the anti-corruption plan 	<ul style="list-style-type: none"> • 3 in-country workshops/training events for 25 participants each • 2 national conferences for 75 participants each • 15 workdays of short-term experts/consultants 	Mar 2004 (first workshop/training event) Workplan for remaining activities to be determined thereafter)	
	Croatia: <ul style="list-style-type: none"> • In-country workshops/training events and advice to review the implementation and to update the National Anti-corruption Programme adopted in March 2002 	<ul style="list-style-type: none"> • 2 in-country workshops/training events for 24 participants each • 15 workdays of short-term experts/consultants 	May 2004 (first workshop/training event) Workplan for remaining activities to be determined thereafter)	

	<p>"The former Yugoslav Republic of Macedonia":</p> <ul style="list-style-type: none"> Workshops/training events and advice to operationalise the National Anti-corruption Programme and Action Plan of June 2003 Support to national anti-corruption conference 2004 to review progress made and update the Action Plan Support to national anti-corruption conference 2005 to review progress made and update the Action Plan <p>Serbia:</p> <ul style="list-style-type: none"> Local workshops/training events and advice to further elaborate the anti-corruption strategy Support to a conference to discuss and adopt the improved strategy Support to a conference to review progress made and update the strategy <p>Montenegro</p> <ul style="list-style-type: none"> Local workshop/training event and advice to review the state of affairs and the steps to taken to draft an anti-corruption strategy Up to 2 local workshops/training events and advice in support of the drafting process Support to 2 anti-corruption conferences to adopt and improve the anti-corruption plan <p>Kosovo</p> <ul style="list-style-type: none"> Up to 2 local workshops/training events and advice in support of the drafting process of the anti-corruption strategy Support to 2 anti-corruption conferences to adopt and improve the strategy <p>2nd regional seminar to review progress made in the implementation of anti-corruption plans in each project area</p> <p>Final regional seminar to review progress made</p>	<ul style="list-style-type: none"> 2 in-country workshops/training events for 25 participants each 2 national conferences for up to 75 participants each 15 workdays of short-term experts/consultants <ul style="list-style-type: none"> 2 workshops/training events for 25 participants each 2 conferences for 75 participants each 15 workdays of short-term experts/consultants <ul style="list-style-type: none"> 2 workshops/training events for 25 participants each 2 conferences for 75 participants each 15 workdays of short-term experts/consultants <ul style="list-style-type: none"> 2 local workshops/training events for 25 participants each 2 conferences for 75 participants each 15 workdays of short-term experts/consultants <ul style="list-style-type: none"> 2 local workshops/training events for 25 participants each 2 conferences for 75 participants each 15 workdays of short-term experts/consultants <ul style="list-style-type: none"> 1 regional seminar for up to 45 participants 9 workdays of short-term experts/consultants <ul style="list-style-type: none"> 1 regional seminar for up to 45 participants 9 workdays of short-term experts/consultants 	<p>Mar 2004 (first workshop/training event)</p> <p>Workplan for remaining activities to be determined thereafter)</p> <p>Apr 2004 (first workshop/training event)</p> <p>Workplan for remaining activities to be determined thereafter)</p> <p>Apr 2004 (first workshop/training event)</p> <p>Workplan for remaining activities to be determined thereafter)</p> <p>Mar 2004 (first workshop/training event)</p> <p>Workplan for remaining activities to be determined thereafter)</p> <p>May 2005</p> <p>Feb 2006</p>	<p>Project Manager (Council of Europe) in cooperation with national counterpart institutions and local project officers</p>
Output 2	<p>Institutional mechanisms for the monitoring and management of anti-corruption plans strengthened</p>			
Activities	<p>Regional meeting on best practice in the establishment of anti-corruption institutions</p> <p>Albania</p> <ul style="list-style-type: none"> Assess the performance of the ACMG and support proposals for enhancing its capacities. 	<p>(see regional seminar under output 1)</p> <ul style="list-style-type: none"> 6 workdays of short-term experts/consultants Cost for publications, surveys, prevention materials (up to EURO 9000) 	<p>June 2004</p> <p>Oct 2004</p>	

<p>Bosnia and Herzegovina:</p> <ul style="list-style-type: none"> In conjunction with the elaboration of the national strategy discuss and agree on an institutional mechanism to manage and monitor the implementation of the strategy. Advice on legal basis, tasks, organisational set up and management of anti-corruption institutions Provide training for staff of this institution Provide basic office equipment to this institution 	<ul style="list-style-type: none"> 6 workdays of short-term experts/consultants 2 training events for staff See also workshops/training events and expertise under output 1 Computer equipment (up to EURO 15 000) Cost for publications, surveys, prevention materials (up to EURO 9000) 	<p>To be determined</p>	
<p>Croatia:</p> <ul style="list-style-type: none"> Support the setting up of the National Commission for the Execution of the National Programme against Corruption Train the staff of the prevention department of USKOK in the monitoring and management of the National Programme 	<ul style="list-style-type: none"> 6 workdays of short-term experts/consultants 2 training events for staff See also workshops/training events and expertise under output 1 Computer equipment (up to EURO 15 000) Cost for publications, surveys, prevention materials (up to EURO 9000) 	<p>To be determined</p>	
<p>"The former Yugoslav Republic of Macedonia":</p> <ul style="list-style-type: none"> Advice on legal basis, tasks, organisational set up and management of the State Commission, its Office and of other anti-corruption institutions Train staff in the monitoring and management of the Anti-corruption Programme and Action Plan Provide basic office equipment to the State Commission and its Office 	<ul style="list-style-type: none"> 6 workdays of short-term experts/consultants 2 training events for staff See also workshops/training events and expertise under output 1 Computer equipment (up to EURO 15 000) Cost for publications, surveys, prevention materials (up to EURO 9000) 	<p>To be determined</p>	
<p>Serbia:</p> <ul style="list-style-type: none"> Workshops/training event and advice concerning the institutional mechanisms to monitor and manage the anti-corruption strategy Train the staff of the Office responsible for monitoring the implementation of the strategy Provide basic equipment to this Office 	<ul style="list-style-type: none"> 6 workdays of short-term experts/consultants 2 training events for staff See also workshops/training events and expertise under output 1 Computer equipment (up to EURO 15 000) Cost for publications, surveys, prevention materials (up to EURO 9000) 	<p>To be determined</p>	
<p>Montenegro:</p> <ul style="list-style-type: none"> Review the legal basis, tasks, organisational set up of the Anti-corruption Agency Train the staff of the ACA in the monitoring and management of the anti-corruption strategy Provide basic office equipment to the ACA 	<ul style="list-style-type: none"> 6 workdays of short-term experts/consultants 2 training events for staff See also workshops/training events and expertise under output 1 Computer equipment (up to EURO 15 000) Cost for publications, surveys, prevention materials (up to EURO 9000) 	<p>To be determined</p>	

	<ul style="list-style-type: none"> • Advice on legal basis, tasks, organisational set up of the anti-corruption mechanism to be established • Train staff of this mechanism • Provide basic office equipment 	<ul style="list-style-type: none"> • 6 workdays of short-term experts/consultants • 2 training events for staff • See also workshops/training events and expertise under output 1 • Computer equipment (up to EURO 15 000) • Cost for publications, surveys, prevention materials (up to EURO 9000) 	To be determined	
	<p>2nd regional seminar to review performance of anti-corruption institutions</p>	<ul style="list-style-type: none"> • (see regional seminar under output 1) 	May 2005	
Output 3	<p>Draft laws/amendments available to bring the criminal legislation on corruption in line with European standards</p>	<ul style="list-style-type: none"> • (see regional seminar under output 1) 	Feb 2006	Project Manager (Council of Europe) in cooperation with national counterpart institutions and local project officers
	<p>Albania</p> <ul style="list-style-type: none"> • Support review of criminal legislation • Commission legal opinions • Hold workshops/training events to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> • 10 workdays of short-term experts/consultants • Up to 3 legal opinions • 1 in-country workshop/training event 	To be determined	
	<p>Bosnia and Herzegovina:</p> <ul style="list-style-type: none"> • Support review of criminal legislation • Commission legal opinions • Hold workshops/training events to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> • 15 workdays of short-term experts/consultants • Up to 4 legal opinions • 2 in-country workshops/training events 	To be determined	
	<p>Croatia:</p> <ul style="list-style-type: none"> • Support review of criminal legislation • Commission legal opinions • Hold workshops/training events to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> • 10 workdays of short-term experts/consultants • Up to 2 legal opinions • 1 in-country workshop/training event 	To be determined	
	<p>"The former Yugoslav Republic of Macedonia":</p> <ul style="list-style-type: none"> • Support review of criminal legislation • Commission legal opinions • Hold workshops/training events to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> • 15 workdays of short-term experts/consultants • Up to 4 legal opinions • 2 in-country workshops/training event 	To be determined	
	<p>Serbia:</p> <ul style="list-style-type: none"> • Support review of criminal legislation • Commission legal opinions • Hold workshops/training events to discuss and finalise draft laws for submission to government 	<ul style="list-style-type: none"> • 15 workdays of short-term experts/consultants • Up to 4 legal opinions • 2 in-country workshops/training events 	To be determined	

Output 4	<p>Montenegro:</p> <ul style="list-style-type: none"> • Support review of criminal legislation • Commission legal opinions • Hold workshops/training events to discuss and finalise draft laws for submission to government <p>Kosovo:</p> <ul style="list-style-type: none"> • Support review of criminal legislation • Commission legal opinions • Hold workshops/training events to discuss and finalise draft laws for submission to the competent authorities <p>Pilot activities supported</p>	<ul style="list-style-type: none"> • 15 workdays of short-term experts/consultants • Up to 4 legal opinions • 2 in-country workshops/training events <ul style="list-style-type: none"> • 15 workdays of short-term experts/consultants • Up to 4 legal opinions • 2 local workshops/training events 	To be determined	Project Manager (Council of Europe) in cooperation with national counterpart institutions and local project officers
Activities	<p>In each project area support the implementation of a range of activities which are of high priority and impact, which could serve as examples or which could help create a momentum (details to be determined):</p> <ul style="list-style-type: none"> • Albania • Bosnia and Herzegovina • Croatia • "The former Yugoslav Republic of Macedonia" • Serbia • Montenegro 	<ul style="list-style-type: none"> • Cost for short-term consultants, surveys, studies, sub-contracts, materials, workshops/training events (up to EURO 50 000) • Cost for short-term consultants, surveys, studies, sub-contracts, materials, workshops/training events (up to EURO 50 000) • Cost for short-term consultants, surveys, studies, sub-contracts, materials, workshops/training events (up to EURO 50 000) • Cost for short-term consultants, surveys, studies, sub-contracts, materials, workshops/training events (up to EURO 50 000) • Cost for short-term consultants, surveys, studies, sub-contracts, materials, workshops/training events (up to EURO 50 000) • Cost for short-term consultants, surveys, studies, sub-contracts, materials, workshops/training events (up to EURO 50 000) 	<p>From April 2004</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p>	

<ul style="list-style-type: none"> • Kosovo 	<ul style="list-style-type: none"> • Cost for short-term consultants, surveys, studies, sub-contracts, materials, workshops/training events (up to EURO 50 000) 	<ul style="list-style-type: none"> • See regional seminars under outputs 1 and 2 	<ul style="list-style-type: none"> • Regional seminars to provide access to best practice and disseminate experience gained in different countries. 	To be determined	June 2004 May 2005 Feb 2006	Project Manager (Council of Europe)
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10.3 Budget

PACO IMPACT: project budget Expenses	All Years			
	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
1. Human Resources				
1.1 Salaries (gross amounts, local staff)				
Local project officers (7)	Work months	140	1 000	140 000
1.2 Salaries (gross amounts, expat/int. staff)				
Project manager Strasbourg	Work months	24	7 000	168 000
Short-term experts	Work days	150	175	26 250
Short-term consultants	Work days	110	450	49 500
Subtotal Human Resources				383 750
2. Travel and per diems				
2.1 Per diems for missions/travel				
2.1.1 Abroad (staff assigned to the Action)				
Project manager and local project officers	Per diem	120	162	19 440
Short-term experts and consultants	Per diem	260	162	42 120
2.1.2 Local (staff assigned to the Action)	Per diem			
Local project officers	Per diem	90	162	14 580
2.1.3 Seminar/conference participants	Per diem			
1. regional seminar (45 participants/3nights)	Per diem	135	162	21 870
2. regional seminar (45 participants/3nights)	Per diem	135	162	21 870
3. regional seminar (45 participants/3nights)	Per diem	135	162	21 870
In-country events	Per diem	120	162	19 440
2.2. International travel				
Project manager and local project officers	Per flight	38	500	19 000
Short-term experts and consultants	Per flight	50	500	25 000
1. regional seminar (45 participants)	Per flight	45	500	22 500
2. regional seminar (45 participants)	Per flight	45	500	22 500
3. regional seminar (45 participants)	Per flight	45	500	22 500
2.3 Local transportation				
Local travel	Per month	24	1 500	36 000
Subtotal Travel				308 690
3. Equipment and supplies				
3.1 Purchase or rent of vehicles				
3.2 IT/office equipment for anti-corruption institutions	Units	6	10 000	60 000
Subtotal Equipment and supplies				60 000
4. Local office/Action costs				
4.1 Vehicle costs	Per month			
4.2 Office rent	Per month			
4.3 Consumables - office supplies	Per month	24	2 100	50 400
Subtotal Local office/Action costs				50 400
5. Other costs, services				
5.1 Publications				
Publications, web sites, prevention materials	Per institut.	7	9 000	63 000

5.2 Monitoring and evaluation costs		1	15 000	15 000
5.3 Translation, interpreters				
Translation of materials	Per institut.	7	5 000	35 000
5.7 Costs of conferences/seminars				
Regional meetings (3) (logistics, meeting rooms, interpretation)	contract	3	8 000	24 000
In-country events	contract	48	4 000	192 000
Subtotal Other costs, services				329 000
6. Other				
Miscellaneous cost				18 160
Cost for short-term consultants, studies, materials, workshops/training events related to pilot activities to be determined	per project area	7	50 000	350 000
Subtotal Other				368 160
7. Subtotal direct costs of the Action (1-6)				1 500 000
8. Administrative costs			0	0
9. Total eligible costs of the Action (7+ 8)				1 500 000