REGIONAL ANTI-CORRUPTION INITIATIVE

22nd STEERING GROUP MEETING

Summary, Conclusions and Decisions

Bucharest, Romania
April 14-15, 2016

22ndRegional Anti-corruption Initiative (RAI) Steering Group (SG) Meeting took place in Bucharest, Romania, on April14-15, 2016. It was organized by RAI Secretariat in cooperation with the National Office for Crime Prevention and Asset Recovery of Romania.

Participants

22ndRAI Steering Group Meeting was attended by 9 member states' representatives:

- *Albania* –Ms. Erisa Proko–Chief of Cabinet, Ministry of State on Local Issues;
- *Bosnia and Herzegovina* – Ms. Branka Banduka – Expert Adviser, Department for Combating Organized Crime and Corruption, Ministry of Security of Bosnia and Herzegovina;
- *Bulgaria* – Mr. Rosen Kukushev – Expert in EU and International Cooperation Directorate, Ministry of Interior;
- *Croatia* –Ms. Maja Baricevic- Head of Anti-corruption Sector, Ministry of Justice;
- *Macedonia* – Ms. Elena Dimovska – Associate, Unit for Coordination of Anti-corruption Activities, Ministry of Justice;
- *Moldova* – Mr. Valeriu Cupcea – Head of Anti-corruption Policies and Programmes Division, National Anti-Corruption Center;
- *Montenegro* – Ms. Svetlana Rajkovic – Deputy Director, Agency for Prevention of Corruption;
- *Romania* – Ms. Anca-Luminita Stroe – Legal counsellor, National Office for Crime Prevention and Asset Recovery, Ministry of Justice;
- *Serbia* – Ms. Katarina Nikolic, Ministry of Justice.

The Central Anti-corruption Bureau of Poland, as an observer to RAI, was represented by Mr. PawełRutkowski, Expert Coordinator for International Cooperation.

RAI Secretariat was represented by:
- Mr. Radu Cotici –Head of Secretariat;
- Mr. Tomislav Curic – Anti-corruption Expert;
- Ms. Aida Bulbul – Finance and Administrative Officer;
- Ms. Jasna Panjeta – Program and Outreach Officer;

Summary of Discussions and Conclusions

On behalf of the hosting authority, Mr. Adrian Baboi-Stroe, Secretary of State of the Ministry of Justice of Romania welcomed the participants. Mr. Baboi-Stroe expressed commitment to regional cooperation in the field of fight against corruption and asset recovery. He briefly informed audience on the recent legislative developments in the area of asset recovery in Romania, including the Anti-corruption Strategy, which has set ambitious midterm targets for Romania. Mr. Baboi-Stroe emphasized role of the Regional Anti-corruption Initiativein curbing corruption and supporting implementation of international standards, promoting good governance and fostering regional cooperation in asset recovery.

After the welcoming remarks, members of the Steering Group adopted the Agenda.

The first Agenda item, which was dedicated to election of the Chairperson, was chaired by Ms. Anca-Luminita Stroe, Senior Representative of Romania. She informed the Steering Group members of Mr. Davor Dubravica's application for the position of Chairperson, stressing the active role and significant contribution of Mr. Dubravica during his previous mandates.

In his short speech, Mr. Dubravica emphasized recent developments of RAIand number of actions that the Organisation is undertaking. He underlined that RAI Secretariat and member countries significantly contributed to these results.

All Steering Group members expressed support to Mr. Dubravica, and he was elected as RAI Chairperson.

The Chairperson expressed his gratitude to all Steering Group members for their support. He alsoextended his congratulations and welcomednew country representatives to the Steering Group.

According to the next Agenda item, all Steering Group members, as well as the representative of the Central Anti-corruption Bureau of Poland, provided information on the most important recent legal, institutional and strategic developments in the field of fight against corruption in their respective countries. They also notified others about main anti-corruption projects and activities where RAI support would be welcomed.

Further on, information on Working Plan and Regional Programme implementation, as well as steps to be taken in 2016was provided by the Secretariat. An overview of current and planned activities related to Outcome 1 (Corruption Risk Assessment) and Outcome 2 (Anti-corruption Assessment of Laws) of the Regional Programme was presented to the Steering Group. With regard to Outcome 3 – Regional Cooperation on Data Exchange in Asset Disclosure and Conflict of Interest, Head of Secretariat informed of the upcoming Regional Meeting of integrity bodies, scheduled for May 23. The event

was to be hosted by the High Inspectorate of declaration and Audit of Assets and Conflict of Interest of Albania.

Head of Secretariat emphasized the need for coordinated approach in anti-corruption activities, stating that there are avenues to complement national projects and efforts.

Anti-corruption Expert informed the Steering Group on activities in the field of whistleblower protection. He elaborated on the upcoming Workshop on Corruption Reporting and Whistleblower Protection, scheduled for May 10-11, 2016 in Rakitje, Croatia. With regard to Strategic Objective 2 of the RAI Working Plan, which refers to supporting Civil Society organizations, he informed that RAI supported establishment of the South East Europe Coalition on whistleblower protection. Another important item regarding this Strategic objective wasthe Survey „Balkan Opinion Barometer", which had been commissioned by Regional Cooperation Council. There was entire chapter of questions dedicated to the whistleblower perception and practices. Results were expected by end of May.

Information about 2016 edition of RAI Summer School was also provided. The event was to be held in Moldova in June, being focused on asset recovery and financial investigations, thus reflectingexisting needs on law enforcement. It was concluded that further discussions would be conducted in order to determine the topic for 2017 edition of Summer School.

Head of Secretariat elaborated on the Secretariat's ongoing efforts in Gender Mainstreaming Programme activities, RAI Workplan, as well as all RAI Strategic Documents. RAI Secretariat had received basic training in gender mainstreaming and the Secretariat was moving from being gender blind into being gender aware.

He also informed that a Programme Officer had been selected as a Regional Programme implementation staff member and would join the Secretariat team in the following weeks.

According to the next Agenda item, Finance and Administrative Officer presented the Report on financial statements for 2015. She elaborated on programme implementation and all budgetary expenditures that occurred in 2015, and stressed out that partnering with other organizations and institutions as well as grants received in 2015 resulted in remarkable savings for RAI and significant increase in funds invested in programmatic activities.

The next Agenda item was adoption of the Mission Statement and Communication Strategy.

Programme and Outreach Officer presented the draft Mission Statement, prepared by the Secretariat. The Mission Statement, as adopted by the Steering Group, read: "RAI's mission is to lead regional cooperation to support anti-corruption efforts by providing a

common platform for discussions through sharing knowledge and best practices." RAI's motto adopted at the Meeting read: "We look for better anti-corruption solutions together".

Further on, Programme and Outreach Officer presented the draft Communication Strategy, previously shared with all senior representatives. She explained the needs for and process of drafting the Strategy, and elaborated on the Strategy's structure and main areas to be covered by the Document.

Representative of Romania emphasized the need for a more active communication among members of the Steering Group and Secretariat, and the possibility to diversify channels of communication (using IT tools).

The Steering Group also discussed potential cooperation with media, in terms of preparing and sharing press releases for RAI Events and actions. It was decided to start with such practices with the occasion of theforthcoming events in Rakitje and Tirana. In this respect, it was agreed that cooperation with public relations representatives in national institutionsneeded to be established.

After discussing the matter, the Steering Group adopted RAI's Communication Strategy.

The next Agenda item was exchange of views with the National Integrity Agency of Romania. Mr. SilviuPopa, Director of Public Relations Department of the Agency, took the floor and presented work of the National Integrity Agency of Romania.He elaborated on main activities in the area of conflict of interest prevention and asset disclosure. He stressed out a big number of cases that the Agency had processed in previous years. He also presented the existing IT tool for asset declarations which was managed by the Agency and covered all public officials in Romania.

Country representatives raised several questions, referring to asset declarations for non-elected persons, protection of personal data, the most common cases of conflict of interest and modality of getting information, proceeding with anonymous notifications, sanctions, IT system for verification of asset disclosure, as well as cooperation with other oversight bodies in the region. Mr. Popa expressed openness for regional cooperation and for the initiative to put in place a mechanism for data exchange. He also confirmed readiness of the Agency to provide technical assistance to other oversight bodies in the region.

Answering questions raised by Head of Secretariat on what could be improved in regional cooperation on conflict of interest and asset disclosure, Mr. Popa pointed out the necessity to make a review of current situation in the region, which could help in determining the steps to be taken. He also underlined the importance of communication with the public andawareness raising.

The next Agenda item was adoption of amendments to the Strategic Document, its Annex 1 "Institutional mechanism" and Annex 3 "Terms of References for RAI

Secretariat", as well as to the Office Policies Manual. Chairperson and Head of Secretariat informed the Steering Group about the main reasons and purposes of amending existing documents. They stressed the importance to improve current policies and regulations, and to overcome identified gaps and shortcomings. In this respect, an Expert on Human Resources Management and another Expert on Gender Mainstreaming had been engaged. They had provided independent reports with recommendations for improvement. Head of Secretariat stated that the second set of amendments was needed and would be prepared for the next Steering Group Meeting. These amendments should cover Terms of Reference for RAI Chairperson, Finance Management Manual, as well as provisions from other documents which required further consultations in terms of applicable legislation in Bosnia and Herzegovina.

After discussing each and every provision to be amended, the Steering Group adopted proposed amendments. It was also decided to consider several regulations for the second set of amendments, which should be prepared by the Secretariat for the next Steering Group Meeting.

Under the Agenda item "Cooperation with partners", the Anti-corruption Expert elaborated on initiatives to establish cooperation with European Partners against Corruption (EPAC) and South East Europe Police Cooperation Convention (PCC). He briefly presented both organizations, their main missions and objectives, as well as advantages and benefits for RAI. It was proposed to send a request for observer status to EPAC, as well as to start negotiations and define the roadmap for future cooperation with PCC.

Head of Secretariat informed about the initiative to join the Implementation Review Group (IRG) sessions as observer. He defined the necessity for RAI to participate at IRG meetings, particularly when country reports on RAI members are to be approved.

Chairperson informed the Steering Group of participation at OECD Anti-corruption Network Working Group's annual meetings. He proposed to formalize this partnership. Steering group supported the described proposals.

As other business, two more items were discussed by the Steering Group.

The first subject was the possibility for non-governmental organisations to join RAI as observers. The Steering Group decided to address this matter with the second set of amendments to RAI documents.

The second subject referred to ratification of the Memorandum of Understanding concerning Cooperation in Fighting Corruption through the Regional Anti-corruption Initiative and its Protocol. It was concluded that Representative of Croatia would check with the Depositary for any updates and inform the Steering Group accordingly. Representative of Serbia informed the Steering Group that the process of ratification of the Memorandum of Understanding in Serbia was delayed due to the technical mandate

of the Government and that it would be processed after the new Government is established.

<table>
<tr><td>Decisions</td></tr>
</table>

The RAI Steering Group:

- Elected Mr. Davor Dubravica for the position of Chairperson.

- Adopted the Mission Statement.

- Adopted the Communication Strategy (available in the Annex 1).

- Adopted amendments to the Strategic Document, its Annexes 1 and 3, and to the Office Policies Manual (available in Annex 2).

- Took note of the Financial Report for 2015.

- Endorsed Secretariat's and Chairperson's initiatives to establish formal cooperation with EPAC, PCC SEE, OECD and IRG.

REGIONAL ANTI-CORRUPTION INITIATIVE

COMMUNICATION STRATEGY

DRAFT

Table of Content

✓ INTRODUCTION

RAI (Regional Anti-corruption Initiative) is a regional organisation acting as a focal point and a leader for anti-corruption efforts. This role entails regular communication and coordination effort by the Secretariat towards RAI's members, partners and numerous stakeholders. In order to capitalize more on its communication efforts and to ensure that the messages are received, RAI decided to develop the Communication Strategy. The need was first identified in the Evaluation Report on Implementation of the Work Plan for 2014-2015, and the commitment to develop a Communication Strategy and put it in practice was set in the Work Plan for 2016-2017.

✓ PURPOSE AND OBJECTIVES OF THE COMMUNICATION STRATEGY

Communicating strategically about the work of RAI to its many stakeholders – partners, beneficiaries, donors, professional community and others – is often not considered in the day-to-day activities of doing the work itself. Yet, how RAI bodies communicate is critical to achieving RAI's objectives.

RAI set out to change the way it communicates as an Organisation, and the Communication Strategy will inform as to how it plans to do that. RAI's Communication Strategy will consider external communications towards targeted national authorities, partners, donors, media and other relevant stakeholders in its environment.

Questions such as why RAI wants to communicate and to what purpose are essential, and that have been answered during the development process. The focal answer to all of the above is that RAI communicates in order to fulfil its Mission and to meet its Strategic Objectives. Although the Mission of the Organisation as well as strategic objectives are well described in the Strategic Document, it was essential to define a more focused and clear definition of who is RAI and what is its purpose.

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

Further on, to best inform the strategy development process, RAI Secretariat conducted two exercises to evaluate the current state of affairs. First exercise was a situation analysis that is presented bellow and the second exercise was a stakeholder's analysis elaborated in the section RAI Environment.

The Strategy lays the pillars and the direction RAI wishes to take. When distributed to other parties, it will serve as a tool for improved understanding of motives and objectives behind RAI communication efforts.

With this in mind, RAI developed a number of objectives to be achieved through strengthening organisational communications:

- ✓ To promote the results of RAI,
- ✓ To increase efficiency of RAI,
- ✓ To build new partnerships and strengthen those already existing,
- ✓ To build transparency.

Establishing target audience is also an important element of any communication strategy development. This aspect is further elaborated in the RAI Environment chapter, but it is important to state at the outset that RAI Secretariat is aware of its environment. The purpose of the Strategy is to widen its space and diversify the audience to include more relevant stakeholder and potential partners. There is a growing need to reach out to other professional organisations at regional and international level. There is also an impetus to deepen and strengthen our communication with national authorities. It is also essential that the communication is diversified to donor community.

Being aware of the limited resources, the Strategy will consider practical steps and actions that can be implemented with affordable investments. The Secretariat will also seek ways to utilize partner organisations' resources as vehicles in delivering its messages to the wider audience.

Internal consultations and situation analysis resulted with a number of priority issues in the communication and adjoining elements of RAI that need to be addressed in the Communications Strategy:

Issue	Current Perception	Desired Results/Position	Proposed actions
Positioning & branding	Stakeholders and potential partners do not have a clear idea of what RAI is and what is its Mission	Boosted recognition and credibility of RAI as a regional leader in the field of anti-corruption; Enhanced coherence with other stakeholders.	Promote RAI Mission Statement on every occasion; Develop and implement an image-building process to promote RAI achievements and impact.
Targeting audience	RAI's outreach is not targeted and messages are not reaching stakeholders as effectively as they should	Developed communication with key audience groups; increased recognition and impact of RAI. Different stakeholders perceive RAI as a partner and leader in the field.	Conduct target audience analysis; Design specific communication strategy for each key audience group; Consider target audience(s) in early stage of planning different activities (events in particular); Periodically revisit strategies for different stakeholders, update and adapt as needed.
Delivering and dissemination of information	RAI needs to enable flow of information about its actions, services and undertake more proactive dissemination.	RAI messages timely spread to targeted audience(s) and shape their opinion, work, decision and policy making.	Consider each target group's information and language needs and its desired way of accessing information; Enhance the function of public relations/outreach Ensure interpretation at important events. Offer timely and multilingual media content, with help of national partners.
Relevance and newsworthiness	Messages and news shared with wider audience not shaped to meet audience. Criteria for news and messages shared not clearly stated.	RAI serves as the main focal point for regional anti-corruption cooperation in SEE through the coordination, facilitation and dissemination of best practices and lessons learned. Its website recognized as the leader in providing relevant and timely information/news about state of AC affairs in the region, and serves as regional knowledge base.	Establish clear criteria for publishing news on RAI website; Focus attention on affairs of audience groups and the geographical RAI region; Continuously update RAI knowledge base with relevant and up-to-date publications and documents; Promote RAI mapping project among wider audience; Engage RAI interns to continuously work on population of knowledge base and mapping section.
Engaging	Recognized need for stakeholders'	RAI work is more relevant and better	Use partnerships for outreach and dissemination

stakeholders	participation, views and input, and partnering and collaboration for outreach and dissemination.	recognized among wide range of stakeholders. Different target groups are interested in work and participation/collaboration with RAI.	Facilitate targeted engagement of stakeholders Strengthen partnership and engagement of civil society Facilitate engagement of national stakeholders
RAI's communication culture	RAI's internal communication flows and communication culture among and across different organizational levels is not strategic and coordinated.	Effective strategic communication practices are successfully implemented throughout the organization.	Adopt internal communication mechanisms in order to ensure timely, effective and smooth communication in-between organizational levels Have a specific person lead implementation of the communication strategy Adopt and structure all communication contents towards outside stakeholders in order to ensure organizational communication consistency.
Gender perspective and social impact	Gender and social perspective not taken into consideration when communicating with wider audience.	RAI recognized among wider audience as an organization that mainstreams gender and considers social impact into its work and messages.	Make sure that any message, information, or material is engendered Consider how information is/will be communicated to different social groups Ensure that all examples, language, symbols and tools used in the communication are gender mainstreamed Organize gender mainstreaming training for RAI staff and continuously seek to increase knowledge and awareness in the area of gender responsive practices.

✓ RAI ENVIROMENT AND STAKEHOLDER ANALYSIS

National governments as well as the civil sector mostly operate and communicate within the boundaries of respective states. The environment in this case tends to be relatively stable in terms of determining the communication channels, partners and other stakeholders.

For regional organisations such as RAI, the environment is more complex and it is much larger not only horizontally, but also vertically. Thus, RAI operates at the regional level with other regional organisations and entities, but also with national and international counterparts and stakeholders. In order to effectively communicate at such scale RAI must devote attention and resources to this purpose.

It is also important to emphasize one additional characteristic of communicating regionally: the variety of different languages and potential of cultural and language barriers. The language factor is often recognized as a tangible risk that can potentially be very harmful. Although the risk is mitigated by introducing the policy of English as the working language, this does not address the issue completely and, in fact, can create more barriers. However, due to the lack of a better solution that would be affordable, this policy remains the only one.

In order to make the best use of available resources, RAI Secretariat conducted ananalysis to identify all relevant entities that comprise RAI's environment. The team categorized them in succeeding target groups with general attributes and approach.

1.1 National Government Institutions

National institutions represent RAI's key beneficiaries as well as key stakeholders. RAI works closely and cooperates with national institutions that hold the anti-corruption competencies. These are typically ministries of justice, anti-corruption agencies and commissions, ministries of interior and prosecutors' offices. Such national institutions represent the most important audience and must be given a priority in maintaining communication and constructive dialogue.

In order to strengthen the communication with the institutions, RAI will introduce the following actions:

✓ Reach out to the priority institutions – targeted approach
✓ Introduce proactive communication:
  o Establish contact points in relevant institutions (PR staff)
  o When organizing the events, use the opportunity to organize courtesy visits to other institutions
  o Invite priority/target Institutions (people) to RAI events
  o Invite other institutions to the Steering Group Meeting
✓ Tailor communication towards different audience: senior management, middle management etc.
RAI sometimes must communicate with national Institutions other than the ones in the home affairs sector. Communication with other national institutions will be developed on ad-hoc basis.

1.2 Potential Members and Observers

RAI is open to expending its membership to other counters and relevant organisations. This is also clearly stipulated in RAI Strategic Document[*]:

Benefits from expending the membership base are manifold. The key potential is recognized in enabling organisational growth, diversifying, sharing of experiences, and best practices.

Communication towards potential members must be carefully developed and planned. RAI will also take action towards a broader audience of partners by:

- ✓ *Communicating and promoting its results and achievements*
  This will be achieved through more frequent use of social media as well as RAI website space, as well as website space of current partners. Another course of action is the use of events and networking opportunities to present and promote the work of the Organisation. This will raise the profile of RAI, and it will attract likeminded entities.
- ✓ *Engaging in networking activities*
  This will be achieved through using the opportunities such as events, meetings and visits to explore the possibilities of cooperation with other organisations. Potential partners would be invited to attend RAI events. Possibly engaging with potential partners in joint projects.
- ✓ *Following the work of other organisations – potential partners*
  This will be achieved through subscribing to other organisations newsletters or bulletins, visiting their websites regularly for developments and new projects and providing feedback.

1.3 Partner Organisations

RAI operates in a very vibrant regional and international environment. There are number of partner organisations: regional and international organisations working in the field of anti-corruption.

RAI partners with organisations to share and receive expertize; to make use of existing infrastructures in the region; to avoid overlap and ensure support for own activities; and to jointly prepare project proposals and applications.

RAI's Partners are national institutions, different UN organizations operating in the region, civil society networks and other regional organisations under the umbrella of the SEE 2020 Strategy.

Communication with partners must be strategic and targeted. Some of the key actions in maintaining the relationships include:

---

[*]*All other countries, organizations or international financial institutions which are actively and substantially engaged in support of preventing and fighting corruption in South Eastern Europe and contributing to the programmatic activities of the RAI with at least the yearly minimum amount determined in the MoU, may participate in RAI Steering Group as Associate Members. The Associate Members will have the same voting rights as the Core Members in relation with the RAI programmatic issues.*
Other interested countries or organizations which are involved in fighting corruption in SEE but not being able to contribute financially to the RAI, or financially participate in RAI activities less than yearly minimum amount determined in the MoU, as well as those organisations that are only implementers of projects related to the RAI activities, may participate in the Steering Group as Observers

✓ Inviting partners to RAI Events;
✓ Exchanging and sharing news and relevant information from partners on RAI website;
✓ Engaging in coordination activities and planning of joint activities;
✓ Strengthen relationships by formalizing the partnerships (MoUs, membership etc.).

1.4 Civil Society

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

RAI needs to continue to foster dialogue with civil society with following actions:

✓ Acting proactively and getting the CSOs involved;
✓ Using their infrastructure to share information and promote RAI;
✓ Promoting the work and impact of CSOs on RAI website.

1.5 Donors

Donors play a very important role in the work of RAI. RAI's strategic objectives are ambitious and broad, thus demanding additional sources of funding to be fulfilled. RAI Secretariat has already taken action to strengthen its fundraising capacities to adequately answer the challenge of obtaining funding for its activities.

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

Donors as a target communication audience differ from other groups because they are not necessarily experts in anti-corruption or home affairs. This entails braking down information to understandable and feasible messages.

Fostering communication with RAI's current donors is stipulated in joint contractual documents. Maintaining current donors requires the organisation to meet the contractual requirements and report regularly. Developing relationship and communication with new and potential donors will entail a different two-prone approach. Increasing RAI visibility and promoting RAI's work and achievements is one way of becoming a potential candidate for funding.

✓ RAI will increase its visibility by promoting the results of the organisation more aggressively. Actions funded by donors and donors will be more prominent.
✓ RAI will seize opportunities to present its work as well as ideas to donors at events and occasions, such as donor conferences and coordination meetings. Organisation will foster dialogue with potential donors at ad hoc occasions.

The second way of communication is targeted communication to a specific donor. Project ideas and project proposals tailored to the objectives and requirements of the respective donor will be developed before communicating to them. Targeted communication will take place only following a detailed analysis of donor's expectations and how RAI can answer identified expectations.

1.6 Media

Media are powerful tool for reaching the wider audience. Managing the communication with media and news organisations effectively requires significant resources and capacities that RAI does not have. However, dissemination of useful information should be a primary aim of any organization's media approach. Therefore, steps need to be taken in order to achieve maximum results in the given circumstances.

There is also an operational perspective, which addresses the concrete procedures that are developed and implemented in order to communicate with media on daily basis or regularly. Secretariat should first decide how much it wants to invest in communicating with media and media relations in general.

Regardless of the direction the Secretariat takes, there are actions that RAI can undertake, such as:

- ✓ Ensure proactive efforts to package and distribute important information and news in a way that is appealing, understandable and useful to the media.
- ✓ Information should be publicly available in appropriate formats through appropriate delivery channels, and be written in plain and understandable language adapted to the level of understanding of the general public.
- ✓ Proactively reach out to and disseminate easy-to-use, meaningful, up-to-date and newsworthy information to the media because their reach and audiences far exceed that of the Secretariat.

RAI recognizes that there are many practical and cultural differences among media spaces in the region and that approaches may vary from country to country. To communicate effectively with the media, Secretariat must understand media community. This understanding calls for an awareness of the types of media in the region, the needs of these media and their coverage area, so that it can provide customized services that meet their various information needs.

✓ COMMUNICATION CHANNELS AND TOOLS

RAI has a number of communication tools at its disposal. Some are utilized more than others. Key tool for Secretariat's communication emails, RAI website and social media. Recognizing the importance of Internet as a universal communication channel, RAI Secretariat has undergone a complete restructuring of the site with the objective to make it more user friendly, more approachable and a better resource for anti-corruption community in the region.

Much of the website real-estate is devoted to the news from the region, followed by the *Mapping Anti-Corruption in South East Europe* section and *Knowledge Base*. Secretariat shares corruption stories and

news about anti-corruption efforts daily. This helps the website to be current, but it also serves as a two-way communication with the media.

Mapping the anti-corruption actors in South East Europe presents an effort to identify and bring together all relevant anti-corruption actors from the region to one place. This component is envisaged to bring regional stakeholders closer together, and to enable streamlined communication both bilaterally and to wider audience of stakeholders.

Knowledge Base section of the website serves as a resource centre to anti-corruption experts, but also to a wider audience, as it contains up-to-date relevant anti-corruption documents, surveys, reports and RAI publications. It needs regular maintenance and updating.

Online communication has expended recent years to different tools generally recognized as social media. RAI Secretariat has followed this trend and has a Tweeter and Facebook account. RAI Secretariat regularly shares the news items and other interesting articles with its online community. RAI Secretariat will also revisit its visual identity and potentially look at options to better position the RAI brand with the targeted audience.

Another important tool that Secretariat utilizes is conferences and events. At such occasions, RAI pays special attention to visibility.

1.7 News on Website

News that the Secretariat posts on its website is also an important communication instrument. Sharing stories and articles from different sources demonstrates RAI's interest in the work of media. News from the region are given importance, as RAI's website is a unique place where all current anti-corruption related news, developments and information from the entire region can be found. Consequently, it is a tool for anti-corruption experts and wider audience to easily follow what is going on in the region without browsing other sources. This, along with the other website components, has enabled RAI to become and act as a regional Anti-corruption Resource Center for the countries of SEE.

Selection of materials and news to be published is governed by number of principles. Key principles are that the information shared must be newsworthy and timely (published one day before or three days before). Other relevant criteria for publishing are:

- ✓ News on relevant anti-corruption events organized/participated by RAI (Secretariat and Chairperson);
- ✓ News aiming to promote RAI member countries in anti-corruption efforts and achieving results on EU accession process (for non EU member countries);
- ✓ News without political connotations, which do not reflect political issues or anyhow express political attitudes, or have political background;
- ✓ News / articles on significant corruption cases need to be: impartial, objective, factual and not politically based or oriented;
- ✓ Avoid an imbalance sensational and predominantly negative news;
- ✓ News needs to be clear, understandable and concise and refer to the source of information.

✓ ROLES AND RESPONSIBILITES

In order to implement the Strategy successfully RAI needs to assign roles to all members of the organisation.

1.8 Role of the Secretariat

Secretariat is a focal point of communication on behalf of the Organisation. The role of the Secretariat is to actively promote the organisation and its objectives, seek new partners, engage with stakeholders and media and deliver the key messages.

Secretariat also acts as a provider of technical information and substance related issues in anti-corruption on a regional scale. Secretariat staff attend different events and often speak in a public forums, engage in communication with partners, stakeholders and media. Due to the nature of the work, all Secretariat members would take advantage of any situations to promote RAI and work of the organisation.

Role of the Secretariat is to ensure that the Communication Strategy elements are incorporated in the work of the Organisation.

All staff members play a role in a communication strategy. It is expected that they will all propose improvements or new ideas as to how to enhance the Strategy. They will also play a role in populating the web site with current information as well as news.

1.9 Role of the Steering Group

Assigning roles and responsibilities is necessary in order to keep the communication process running smoothly, and to ensure accountability when implementing the action points from the Strategy.

Chairperson of the Steering Group is a valuable position from a communication aspect. The person in this role is expected to promote RAI and its activities in public events. Furthermore, Chairperson will play a key role in communication towards potential candidate institutions as well as countries. In communication with media, the Chairperson will strive to size opportunity to promote RAI and deliver the key messages.

Senior Representatives and deputy Senior Representatives also play an important role. They shall disseminate relevant information on behalf of the Organisation and news at national level, and also feed the national news to the Secretariat. On a more operational level, if and when the Secretariat is organizing an event in a member country, their inputs and guidance regarding communication of Secretariat at national level would be required. Secretariat will focus on strengthening the operational communication within RAI by utilizing more internet communication tools like Skype.

✓ MONITORING AND EVALUATION

Monitoring implementation of Communication Strategy must be an integral part of the Strategy in order to ensure effective application of planned actions and meeting the objectives. If the Strategy is adequately monitored, feedback will be received that allows for better understanding of whether and how the Strategy is working.

If adopted, RAI Secretariat will develop an Action Plan where agreed action points descending from the Strategy will be further elaborated, and timeframes and responsible persons assigned. The overall monitoring will be conducted by the Secretariat. The Strategy will be monitored regularly and evaluated as a comprising part of Evaluation Report prepared every two years.

It is important to avoid common mistake regarding evaluation of communication strategies— measuring the success of a communication from the sender's point of view (since organisations frequently feel that "we told them" or "we have communicated this with an email, at the event"). In fact, organisations assume the stakeholders got the message because of their high confidence in the development of the message and channels selected to deliver it. There are always opportunities to improve the effective delivery of a message, yet the only way to avoid assumptions of retention is to monitor retention with the receiver. Therefore, RAI Secretariat will seek input from targeted audiences as to how they perceive RAI's communication and whether they have suggestions for improvements.

Amendments to RAI's internal regulations

1. **In „*Preamble*" of the Strategic Document, 5[th]paragraph shall be amended as follows:**

"By acknowledging that corruption and other fraudulent and criminal activities,

-   *are highly detrimental to the stability of all democratic institutions, erode the rule of law, and undermine the trust and confidence of citizens in the fairness and impartiality of public administration;*

-   *breach fundamental rights and freedoms guaranteed by the European Convention of Human Rights and other internationally recognized standards, increase discrimination of all citizens, in particular those socially excluded based on gender, disability and poverty;*

-   *undermine the business climate, discourage domestic and foreign investment, constitute a waste of economic resources and hamper economic growth and, therefore:"*

2. **In *"Commitments"*, the*"Promotion of good governance and reliable public administrations" Section*, 2[nd]bullet point shall be amended as follows:**

„Improve effectiveness, transparency, accountability and gender awareness in budget preparation, execution, and control so as to conform with good international practice including standards laid down by international organizations and, if relevant, by the European community;"

3. **After the *"Promotion of an active civil society and raising public awareness" Section*, a new paragraph shall be added, with the following content:**

„*MISSION STATEMENT*

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

<div style="border: 1px solid black; padding: 10px;">

Annex 1

INSTITUTIONAL MECHANISM

</div>

1.   Chapter *"Chairperson"*, 4th paragraph shall be amended as follows:

In the 6th bullet point, the words: *"the RCC within its"* shall be removed.

The 7th bullet point, with the following content:*"Inform and consult RCC Secretary General in relation with the Anti-corruption issues concerning the region"* shall be removed.

New bullet point shall be added, with the following content:

"Promote gender equality within the Organization.

Annex 3
Terms of References- Secretariat

1. **Article III** *"Mission of the Secretariat"*

- **Paragraph 2 shall be amended as follows:**

"It facilitates regional cooperation and efforts in curbing corruption in SEE by building on existing actions, though better coordination of all efforts, and by relying on high-level political commitment. The Secretariat adopts human rights based approach and promotes anti-discrimination by promoting the impact of corruption is looked at from perspectives including gender, disability and poverty."

- **Paragraph 4 shall be removed.**

2. **Article V** *"Human Resources"*

- **In paragraph 1,sentence:** *"Core staff members of the Secretariat include Head of the Secretariat, Anti-corruption Experts, and Administrative Staff."* **shall be amended as follows:**

„Core staff members of the Secretariat include international staff: Head of the Secretariat and Anti-corruption Experts, and resident staff: Finance and Administrative Officer, and Program and Outreach Officer."

- **Paragraph 2 shall be amended as follows:**

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

- **Paragraph 3 shall be amended as follows:**

„Recruitment of international staff is a shared responsibility of Steering Group, Chairperson and Secretariat, and the process selection shall be carried out as described in the Office Policies Manual. Initial appointment for the Head of the Secretariat and Anti-corruption Experts shall be for two years, subject to renewal upon approval by the Steering Group."

- **A new paragraph shall be added after paragraph 3, with the following content:**

„Secretariat's staff shall be subject to annual performance evaluation. Performance evaluation is an on-going process and shall be conducted in writing on the anniversary of employment start date. Chairperson shall conduct performance evaluation of the Head of the Secretariat. Head of the Secretariat shall conduct performance evaluation of other core staff members. Performance evaluation results shall be shared with the Steering Group. The term of appointment for the resident staff shall depend upon strategic organizational goals and staffing plans, and successful completion of the 90-day probationary period."

- **Paragraphs 4 shall become paragraphs 5, and the sentence** *"However, pay and allowances will not include a housing benefit for locally hired staff"* **shall be amended as follows:**

"The Secretariat shall provide housing benefit to international positions staff without permanent residence within the range of minimum 80km from the Secretariat premises at the moment of employment."

- **Paragraphs 5 shall become paragraph 6;**

- **Paragraph 6 shall become paragraph 7, and shall be amended as follows:**

International positions within Secretariat cannot be held by a country which held the position in the previous term. One country cannot represent both positions of international staff of Secretariat at the same time."

3. **Article V** *"Human Resources", Section "A. The Head of the Secretariat"*

- *subsections "1)Tasks"* **and** *"2)Qualifications required"*, **shall be amended as follows:**

"1) Tasks

The Head of the Secretariat:

a) Is responsible, in consultation with the Regional Anti-corruption Initiative's Chairperson and Steering Group, for the overall supervision and management of the Secretariat, to include its initial establishment and subsequent operations";

b) Is responsible for establishing and maintaining relations with Regional Anti-corruption Initiative's counterparts in regional states, other Regional Anti-corruption Initiative's partner states, representatives of international organizations, and non-governmental organizations;

c) Identifies, develops and implements new and improved policies and ways of working to support achievements of the strategic objectives of the Regional Anti-Corruption Initiative, in cooperation with the Anti-corruption Expert;

d) Coordinates the activities of the Secretariat in order to ensure the achievement of the Work Plan objectives, as set and approved by the Regional Anti-corruption Initiative's Steering Group;

e) Intercedes on all serious problems in the workplace disputes and other related matters;

f) Coordinates expertise and policy aspects of projects implementation and oversees project monitoring and reporting;

g) Leads the effective allocation and organization of the day to day work within the Secretariat, including planning and optimizing the use of financial and material resources, and oversight of all financial operations of the office,

h) Delegates authority to fulfil the operational components of the aforementioned duties;

i) Ensures cooperation and contacts with the Regional Cooperation Council in relation with the anti-corruption issues concerning the region, whenever necessary, in coordination with the Regional Anti-corruption Initiative's Chairperson;

j) Manages the performance and ongoing development of all Secretariat staff, including establishment of clear, measurable objectives, ongoing feedback and regular reviews;

k) Conducts annual performance evaluation of all Secretariat staff;

l) Resolves issues related to staff rights, responsibilities and duties regarding employment in accordance with applicable laws and other regulations and provides guidance, support and advice to members of the team as necessary;

m) Promotes and monitors gender equality in all actions taken by the Secretariat.

2) Qualifications required

The Head of the Secretariat must:

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

b) Have a university degree in Law, Criminal Justice, Political Science, International Relations or related fields. A higher university degree would be considered as a strong advantage;

c) Have seven years of professional experience in law, law enforcement, legislative, judicial or related anti-corruption fields;

d) Have solid knowledge and working experience in the international multilateral arena and with national and international organizations involved in anti-corruption, with an operational role rather than representation;

e) Previous experience on managerial positions;

f) Previous experience in cooperating with Regional Anti-corruption Initiative and the Regional Anti-corruption Initiative Secretariat is an asset."

- **A new subsections hall be added, with the following content:**

"3) Competences required

The Head of Secretariat should:

a) Have excellent communication and writing skills in English and at least one other language of the region, and be competent in the use and application of information technology;
b) Be thoroughly versed in the political, social, economic and security landscape in South East Europe;
c) Have strong organizational skills, be able to motivate and direct the Secretariat's staff as a coherent team;
d) Be capable of initiative and innovation in developing the Secretariat into a valued asset of the Regional Anti-corruption Initiative;
e) Be able to work in a demanding environment and within limited time frames;
f) Be able to act proactively and to respond positively, creatively, and constructively to changing situations and new demands;
g) Be able to resolve difficult or complicated challenges;
h) Promote cooperation and commitment within a team to achieve goals and deliverables;
i) Demonstrate integrity by modelling the universal and EU values and ethical standards;
j) Display cultural, gender, religion, race, nationality and age sensitivity and adaptability;
k) Treat all people fairly without favouritism;
l) Fulfil all obligations related to gender sensitivity and zero tolerance for harassment."

4. **Article V** *"Human Resources", Section "B. The Anti-corruption Expert"*

- **subsections** *"1) Tasks"* **and** *"2) Qualifications required"* **shall be amended as follows:**

"1) Tasks

The Anti-corruption Expert:

a) Is responsible for providing legal and law enforcement expertise on anti-corruption to the Head of the Secretariat, and to the Chairperson and the Steering Group;
b) Has a pivotal role in establishing and maintaining relations with law enforcement, preventive, judicial and other anti-corruption bodies in member states, other RAI partner states, representatives of international organizations, and non-governmental organizations;
c) Identifies, develops and implements new and improved policies and ways of working to support achievements of the strategic objectives of RAI, in coordination with Head of Secretariat;
d) Participates, in close cooperation and coordination with the Program and Outreach Officer, in the development and drafting of project proposals;
e) Leads expertise and policy aspects of projects' implementation and facilitates project monitoring and reporting;
f) Is responsible for technical advice and guidance on anti-corruption and related issues and for technical contributions to regional training programs conducted under the RAI and the Secretariat;
g) Supports the organization and participates in meetings with donors and partners;

h) In the absence of Head of the Secretariat, assumes role of the Acting Head of Secretariat;
i) Supervises, provides guidance and know-how to RAI interns, and assesses their achievements;
j) Performs other duties as required."

2) Qualifications required

The Anti-corruption Expert must have

a) A citizenship of a Regional Anti-corruption Initiative's member country;
b) A university degree in Law, Criminal Justice, Political Science or Security studies;
c) Five years of professional experience in law, law enforcement or related anti-corruption field;
d) Solid knowledge and working experience in the international multilateral arena and with national and international organizations involved in anti-corruption, with an operational role rather than representation;
e) Previous experience in cooperating with Regional Anti-corruption Initiative and Regional Anti-corruption Initiative Secretariat is an asset."

- **A new subsection shall be added, with the following content:**
"3) Competences required

Anti-corruption Expert should:

a) Have excellent communication and writing skills in English and at least one other language of the region and be competent in the use and application of information technology;
b) Be familiar with UN, OECD, European Commission, and Council of Europe standards related to anti-corruption;
c) Be able to act proactively and to respond positively, creatively, and constructively to changing situations and new demands;
d) Have strong organizational skills and be capable of initiative and innovation;
e) Be able to work in a demanding environment and within limited time frames;
f) Work well independently and in teams to achieve collective goals through active participation;
g) Demonstrate integrity by modelling the universal and EU values and ethical standards;
h) Display cultural, gender, religion, race, nationality and age sensitivity and adaptability;
i) Treat all people fairly without favouritism;
j) Fulfil all obligations to gender sensitivity and zero tolerance for harassment."

5. **Article V** *"Human Resources", Section "C. The Finance and Administrative Officer"*

- **subsections** *"1) Tasks"* **and** *"2) Qualifications required"* **shall be amended as follows:**

"1) Tasks

The Finance and Administrative Officer:

a) Is in charge of planning and executing all financial activities in the Secretariat in accordance with relevant laws, internal and donors' financial policies and procedures;

b) Conducts all activities related to the financial management, accounting and record-keeping of the Secretariat, including the preparation of operational and programmatic budgets and financial reports to the Steering Group and donors;

c) Oversees the execution of Regional Anti-corruption Initiative's budgets and all projects' related budgets;

d) Is in charge of ensuring proper preparation for external financial audits;

e) Facilitates recruitment processes, and administers all types of contracts related to staff, temporary staff and interns;

f) Implements appropriate Secretariat's office policies and provides guidance and clarification to staff accordingly;

g) Maintains personnel files of staff members and temporary staff, ensuring their confidentiality, and ensuring that all employees have contracts and job descriptions;

h) Facilitates annual staff performance evaluation and processes related to retention and development of staff;

i) Maintains and updates the attendance record for all staff: annual leave, sick leave, compensation leave, maternity/paternity, etc. as defined in the Office Policies Manual;

j) Administers payroll, contributions and tax reporting for all international and local staff in accordance with national legislation and internal procedures;

k) Oversees activities of project staff;

l)Establishes, maintains and updates shared documents, filling system and inventory list;

m) Is in charge of logistical aspects in organization of conferences, workshops and other Secretariat's events;

n) Provides general support to the Regional Anti-corruption Initiative's Chairperson and the Steering Group, as coordinated by the Head of the Secretariat;

o) Performs other duties as required.

2) Qualifications required

The Finance and Administrative Officer must have:

a) A Bachelor's degree or equivalent (240 ECTS period) in Management or Economy;

b) At least four years of working experience, preferably with an international organization and at least two years of professional experience on financial matters;

c) Demonstrated experience in developing, executing and monitoring of complex program and project budgets;

d) Demonstrated experience in organization of conferences, workshops and/or training programs;

e) Demonstrated work experience with different stakeholders: government institutions, public officials, international organizations, and civil society;

f) Demonstrated experience with donor-funded projects in the region would be considered an asset."

- **A new subsection shall be added, with the following content:**

"3) Competences required

The Finance and Administrative Officer should:
a) Have excellent communication and writing skills in English, and be competent in the use and application of information technology;
b) Have strong planning and organizational skills;
c) Be able to work in a demanding environment and within limited deadlines
d) Be able to resolve difficult or complicated challenges;
e)Work well independently and in teams to achieve collective goals through active participation;
f) Demonstrate integrity by modelling the universal and EU values and ethical standards;
g) Display cultural, gender, religion, race, nationality and age sensitivity and adaptability;
h) Treat all people fairly without favouritism; and
i) Fulfil all obligations to gender sensitivity and zero tolerance for harassment."

6. **Article V** *"Human Resources", Section "D. The Program and Outreach Officer"*

- **Subsections***„1) Tasks"* **and "***2) Qualifications required"* **shall be amended as follows:**

"1) Tasks

The Program and Outreach Officer:
a) Is responsible for developing and drafting project proposals and concept papers involving process planning and change management;
b) Builds, manages and strengthens relationships with donors and foster partnerships with other entities, by pursuing a strategic and policy dialogue;
c) Develops and updates fundraising plan, identifying targets and action items to be completed within specific timeframe;
d) Is responsible for project monitoring and reporting, under the guidance of the Head of Secretariat;
e) Assists Finance and Administrative Officer with formulating related budgets, as well as with receipt of new grants, such as compliance with financial reporting procedures;
f) Creates outreach on RAI's impact on curbing corruption at both the regional and national levels;
g) Ensures design, maintenance, upgrading, data security, integration and access controls of the RAI's official web-site and its relevant components and databases;
h) Develops and regularly updates RAI's official web-site, its components and other web-sites related to RAI activities;
i) Acts as a Gender Focal point of the Secretariat;
j) Prepares and participates in preparation of organization's reports, documents briefs presentations etc.;
k) Performs other duties as required.

2) Qualifications required

The Program and Outreach Officer must have:

a) *At least four years of work experience, preferably with an international organization, in a related field and at least one year in developing projects;*

b) *Previous experience with writing funding proposals and donor reports as well as familiarity with drafting or managing budgets and/or other financial procedures;*

c) *Demonstrated work experience with different stakeholders: government institutions, public officials, international organizations, and civil society;*

d) *Demonstrated experience with donor-funded projects in the region;*

e) *Bachelor's degree or equivalent (240 ECTS period) in Law, International Relations, Management, Economy or a related field."*

- **A new subsection shall be added, with the following content:**

"3) Competences required

The Program and Outreach Officer should:

a) *Have excellent communication and writing skills in English;*

b) *Ability to communicate effectively, both orally and in writing, with managers, colleagues and clients, conveying information clearly, accurately, and in a timely manner;*

c) *Is able to act proactively and to respond positively, creatively, and constructively to changing situations and new demands;*

d) *Work well independently and in teams to achieve collective goals through active participation;*

e) *Have a high level computer skills and familiarity with managing websites;*

f) *Demonstrate integrity by modeling the universal and EU values and ethical standards;*

g) *Display cultural, gender, religion, race, nationality and age sensitivity and adaptability ;*

h) *Treat all people fairly without favouritism; and*

i) *Fulfil all obligations to gender sensitivity and zero tolerance for harassment."*

7. **Article V Section** *"Human Resources", Subsection "E. Interns,"*

- **Subsection** *"1) Tasks"* **shall be amended as follows:**

"1) Tasks

Under the guidance and direct supervision of the Anti-corruption Expert, the intern works within the Secretariat implementing the programmatic objectives of the organisation.

Under the same conditions, Intern provides substantive input and active involvement to the ongoing projects/activities and performs the following tasks and duties:

a) *Provide substantive input and active involvement to the running projects;*

b) *Assist to the development and updating of the RAI's Online Resource Centre;*

c) *Support to the Secretariat staff in order to ensure the efficient preparation of RAI meetings and events;*

d) *Perform other related tasks as directed by his/her direct supervisor.*

The terms of reference describing the tasks of interns shall be prepared at an appropriate level of complexity and variety.

The Secretariat shall seek to create a working environment conducive to intern's substantive learning and professional development. The Anti-corruption Expert will provide guidance and know-how to the intern, assess the intern's achievements and prepare the intern's evaluation report, which will be delivered, along with the certificate, at the end of the above-mentioned period. If needed, the intern shall be asked to finalize by the end of the internship period a thematic study."

- **Subsection "2) Status, responsibilities and obligations", paragraph 3 with the following content** *"Interns shall not be eligible to apply for, or be appointed to, any post in RAI Secretariat for a period of six months following the end of their internship."***shall be removed.**

- **Subsection "3) Duration of the internship program", after the word** *"achieved"***, a comma is added, while the words** *"when there are"***shall be removed.**

- **Subsection "4) Intern's expenses" shall be amended as follows:**

"Costs for travel, accommodation, and living expenses are the responsibility of the Secretariat in accordance with its financial capacities. The Secretariat will provide support and assistance to interns for other administrative issues."

- **Subsection "5) Qualifications required/Profile", letter "a)" is amended as follows:**

"a) Bachelor's degree in Law, Political Science, Security Studies, or related field;".

- **Subsection "5) Qualifications required/Profile", letter "e)" is amended as follows:**
"e) Excellent knowledge of English, and any other lingua franca in SEE is an advantage."

I. In "Introduction", paragraphs *"REGIONAL ANTI-CORRUPTION INITIATIVE MISSION STATEMENT"* and *"THE REGIONAL ANTI-CORRUPTION INITIATIVE – SECRETARIAT"* shall be removed.

II. In "Chapter 1: Management Philosophy", a new article shall be added with the following content:

"1.6 Human Rights Based Approach
The Secretariat adopts human rights based approach and promotes anti-discrimination by promoting the impact of corruption is looked at from perspectives including gender, disability and poverty."

III. In "Chapter 2: The Secretariat's Structure and Staff Functions":

1. Article 2.2 *"Key positions"*
- **in paragraph 1, sentence** *"International Secretariat's personnel (Head of the Secretariat and Anti-corruption Experts) are appointed following the principle of rotation among Regional Anti-corruption Initiative's member countries, as are interns."* shall be removed, while the **words** *"previous two countries"* **shall be replaced with the words** *"previous country"*;

- **in paragraph 2, word** *"Resident"* **shall be replaced with the words** *"All Secretariat",***while the words** *"See Chapter 3"* **shall be removed.**

IV. In "Chapter 3: Staffing Procedures":

2. Article 3.3.2 „*Recruitment of International Staff*" shall be amended as follows:

"3.3.2 Recruitment of Secretariat Staff

Recruitment of resident staff is the responsibility of the Head of Secretariat, who shall certify that adequate funds are available in the budget to fund a new resident position. He or she is also responsible for the final approval of the recruitment of resident staff. The Steering Group and Chairperson shall be notified by the Head of Secretariat about the selection process and decision regarding recruitment of resident staff.
Qualified candidates for all Secretariat positions are sought using publicly accessible means such as RAI web-site, recruitment websites, social media and/or newspaper advertisements. Only in exceptional cases, in particular the recruitment of temporary staff (1-3 months), may candidates be sought through reliable referrals from colleagues."

3. **Articles 3.3.3 "Recruitment of Resident Staff", 3.3.3.1 "Job Description" and 3.3.3.2 "Advertising for new staff" shall be removed.**

4. **Article 3.3.3 shall be laid out as follows:**

"3.3.3 Selection of International staff

Secretariat shall be responsible for collecting applications, submitted in response to the advertised vacancy. Candidate applications determined as responsive/compliant/ acceptable shall be evaluated by Secretariat and the Chairperson, using a cumulative analysis method, taking into consideration the combination of applicants' education, qualifications, and experience. Five candidates receiving highest score in the evaluation process shall be shortlisted for an interview.

Interview questions will be prepared by the Secretariat and approved by the Steering Group.

Interviews will be organized and facilitated by the Finance and Administrative Officer. Chairperson and the Head of Secretariat 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 this Manual in its 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. **Paragraphs 3.3.3.1.** *"Job descriptions"*, **3.3.3.2.** *"Advertising for new staff"*, **and 3.3.3.3.** *"Selection"* **shall be removed.**

6. **A new article 3.3.4 shall be added, with the following content:**
"3.3.4 Selection of Resident staff

Following the submission of applications for a resident position, Finance and Administrative Officer or a delegated core staff member shall screen all candidate applications to determine if they are responsive/compliant/acceptable. Candidate applications determined as responsive/compliant/ acceptable shall be evaluated against technical criteria by a Panel composed of three Secretariat staff members, using a cumulative analysis method, taking into consideration the combination of applicants' education, qualifications, and experience.

Eight candidates receiving the highest score in the evaluation process shall be shortlisted for an interview. Panel members should discuss the job, desired profile and prepare the interview questions.

Interview will be conducted by the Panel to determine candidates' competences and skills. Panel will evaluate all interviewed candidates using an evaluation form (template evaluation form attached to this Manual in its 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."

7. Article 3.3.4. *"References"* shall become 3.3.5 and shall be amended as follows:

"3.3.5 References

Once a candidate for a position has been identified, the candidate's references shall be checked before the final offer is made.The provisionally successful candidate shall be requested to provide names, addresses, email address and telephone numbers of at least three references, to verify candidate's education credentials, previous working record and/or performance. References shall be sought by email or phone whenever feasible. A written record of the results shall be kept in the personnel file. Testimonials written before the selection procedure cannot be considered valid references. All employment offers are contingent on satisfactory reference and background screening.
This Article does not apply to Temporary Staff."

8. Article 3.3.5*"Anti-nepotism"* shall become Article 3.3.6 and shall be amended as follows:

"3.3.6 Anti-Nepotism

It is the policy of the Secretariat not to hire anyone who is a close relative, defined as a spouse, parent, sibling, child, cousin, or in-law of a current employee, even when the individual under consideration has the required qualifications."

9. Article 3.3.6 "Hiring" shall become Article 3.3.7 and shall be amended as follows:

"3.3.7 Hiring

The employment contract shall be offered to applicant who received the highest score out of technical evaluation (50% of total score) and interview (50% of total score). Newly recruited personnel and interns are provided with a contract, together with a copy of Official Set of Documents of RAI. By signing a notice, the employee acknowledges that he/she has read, understands and will abide by the employer's applicable policies and rules.

The Chairperson shall sign the working contract of the Head of Secretariat. The Head of Secretariat signs working contracts with other Secretariat staff members.

Upon hiring, a personnel file shall be established and include:
- *A valid copy of passport or identity document;*
- *A copy of CV;*
- *Copy (ies) of diploma(s) or certificates;*
- *A copy of the job description of the employee;*
- *The employee's application;*
- *The employee's contract;*
- *A signed notice acknowledging that the employee has read, understands, and will abide by the employer's applicable policies and rules;*

- *The employee's address and useful contact information according to the approved form, as well as additional emergency contact information.*

Personnel files must be kept uniformly, well maintained, safe and confidential."

10. Article 3.3.7 *"Part-time staff"* shall become Article 3.3.8 and shall be amended as follows:

"3.3.8 Temporary staff

Temporary Staff include temporary employees, part-time employees, substitutes, consultants, experts and project staff. Temporary staff members undergo the same recruitment procedure and are subject to the policies and procedures that guide core staff members, except as noted otherwise in Office Policies Manual. In addition, part-time staff must be assigned by theHead of Secretariat, or by a designated delegate, a certain number of scheduled hours or days per week."

11. Article 3.3.8*"Probation"* shall become Article 3.3.9 and shall be amended as follows:

"3.3.9 Probation

All new salaried personnel are in a probationary period for the first 90 days of employment. Close to the conclusion of 90 days, the supervisor shall evaluate adequacy of the employee's performance and discuss it with him/her. The supervisor can recommend either continuation of employment (including an extension of the probation period) or termination of contract. The Head of Secretariat is responsible for reviewing performance of all Secretariat staff and advise the Chairperson and the Steering Group accordingly in case of Anti-corruption Expert. The Chairperson is responsible to advise the Steering Group on Head of Secretariat probationary period performance. Should the supervisor determine that the employee is not performing adequately, but that the problems can be overcome, the probationary period may be extended for additional 90 days, following a performance appraisal which summarizes in writing issues that need improvement over the extended period.
Interns undergo a probationary period that is proportional to the length of the full internship program and agreed in advance, during which they are given a set of specific tasks to complete. If necessary, at the end of this period they will undergo a performance review which will identify good and weak aspects, and a development plan for improvement. If the intern's work or behaviour is considered significantly poor, theinternshipshall be terminated."

   V.   In "Chapter 4: Attendance and Leave Policies:

12. Article 4.2 *"Work Attendance"* , paragraph 2 shall be amended as follows:
"Staff and interns are also expected to make themselves available for a reasonable number of social, entertainment, or programmatic events outside office hours and at weekends, and during times of unusually heavy activity."

13. Article 4.3 *"Time reporting"*:

   a) In paragraph 2, the last sentence shall be amended as follows:
"This will enable the Head of the Secretariat or a delegate to oversee general attendance."

b) Paragraph 3 shall be removed.

14. Article 4.6 *"Special leave"*, **paragraph 2 shall be amended as follows:**

„Upon request the staff members could benefit from special leave as listed:

- *Wedding: 4 days*

- *Moving: up to 2 days*

- *Partner's decease: 4 days*

- *Ancestry's decease: 2 days*

- *Child's birth: 5 days*

- *Child's wedding: 2 days*

- *Child's decease: 4 days."*

15. Article 4.7 *"Sick leave"* **shall be amended as follows:**

"4.7. Sick Leave

Sick leave is generally applicable to absences due to illness or injury of a staff member, his/her child, or partner.

In the event specified above, he/she shall notify the office before or as soon as possible (normally within one hour) after his or her normally scheduled starting time. Personnel shall keep the office informed as to expected date of return to work.

Every staff member will be compensated, in reference with relevant laws in BiH, for up to 42 calendar days without break while on sick leave, in the amount of 80% of brut salary, not including amount for housing. Reduction of the salary will refer only to the days of sick leave.

In cases when duration of sick leave goes over 42 calendar days, the Head of Secretariat, after consulting the staff member, may seek for replacement of the incapable member staff under sick leave up to 1 year.

A staff member under sick leave, having more than 2 years working experience, may re-join his/her position within Secretariat within the afore-mentioned period if he/she justifies the sick leave extension by medical evidence and if he/she continued to benefit payment for temporary working incapability under the social scheme.

Every staff member may take up to two days of sick leave without a need of medical report/proof. Every staff member may take sick leave without medical evidence up to three times per year. If sick leave exceeds two days, a verifiable medical report stating and justifying leave requirements signed by an authorized doctor is required. Abuse of sick leave (up to 42 days of sick leave in not

more than 6 instances per year, unless seriously ill) by an employee will result in the withholding of payment of the sick leave and possible additional disciplinary action."

16. Article 4.8.1 *"Maternity leave"* **shall be amended as follows:**

"4.8.1 Maternity Leave and Paternity Leave

During pregnancy, child birth and child care women are entitled to maternity leave duration of one year uninterruptedly. Based on authorized medical evidence women may start maternity leave 28 days before expected date of child birth. Women may use shorter maternity leave, but not shorter than 42 days after child birth.

Upon 42 days after child birth father can utilize a right for paternity leave, if parents should agree to do so. Father can use the right from Paragraph 1 of this Article also in cases of the death of mother, mother abandoning the child or if she cannot use maternity leave for other justifiable reasons.

Staff members are entitled to paid maternity or paternity leave of up to 22 weeks. This period may be extended by six weeks in case of a multiple birth.

First 14 weeks will be at full salary, or in case of a multiple birth – 20 weeks of full salary. The remaining 8 weeks will be at 50% of salary.

Unused maternity or paternity leave is not payable.

Annual leave will be accumulated during maternity or paternity leave.

If a Staff member's contract expires during maternity or paternity leave, the maternity or paternity leave shall only be paid to the end of the existing contract."

17. **Article 4.8.2** *"Paternity leave"* **shall be removed.**

18. Article 4.9 *"Overtime and Compensatory Leave"***, paragraph 2 shall be amended as follows:**
"Compensatory time for work on weekends or holidays, including business travel away from home, will be granted as follows:

1) *To be eligible for compensatory time for working during weekends or public/national/religious holidays, the individual shall make a specific request to his or her supervisor. An appropriate record shall be kept in attendance files.*

2) *Employees are granted compensatory time for business travel on weekends or public/national/religious holidays.*

3) *Compensatory time is granted at the rate of one compensatory day for each eligible day worked on a weekend or public/national/religious holiday.*

4) *Compensatory time shall be taken within 6 months or it is forfeited.*

5) *The days used for compensatory time requires approval by the individual's supervisor.*

6) *Compensatory time shall be reported on time sheets.*

7) *Unused compensatory time will not be paid at termination of employment."*

VI.   In "Chapter 5: Salary Administration and Pay Procedures":

19. **Article 5.1** *"Compensation",* **paragraph 3 shall be removed.**

20. **In Article 5.2 "***Pay Procedures" the last sentence shall be amended as follows:*

"The Finance and Administrative Officer will process staff pay if they timely submit a timesheet approved by the Head of Secretariat or a delegate."

VII.   In "Chapter 6: Work Rules":

21. **In Article 6.3.1** *"Office Access" the* **sentence** *"Visitors are required to leave their IDs with reception before entering the main Regional Anti-corruption Initiative Secretariat's Office"***shall be removed.**

22. **Article 6.3.3** *"Fire or Other Natural Disaster",* **paragraph 1 shall be amended as follows:**

"In case of fire close to or in the Secretariat's office, staff, interns or other present persons should follow building safety procedures."

VIII.   In "Chapter 7: Business Conduct Standards":

23. **Article 7.1.2 "***Cleanliness and Clothing"* **shall be amended as follows***:*
"All the Secretariat's personnel are expected to demonstrate professional appearance suitable to an international organization and maintain good personal hygiene for the courteous and harmonious interaction with, or delivery of services to, the public and other staff members."

24. **In Article 7.2** *"Smoking",* **paragraph1 after the word** *"smoking"***shall be replaced with the word** *"non-smoking"***, and the word** *"healthful"* **shall be replaced with the word** *"healthy".*

25. **In Article 7.6** *"The Secretariat's Property and Records"* **paragraph 1, after the words***"funded by grants",***thewords***"from different donors"***shall be added, while the words „***and other private foundations/international donors"***shall be removed.**

26. **Article 7.7** *"Conferences and Workshops"***shall be removed.**

IX.   In "Chapter 8: Staff Complaints, Discipline and Termination":

27. **Article 8.1** *"Staff Complaint Procedure"* **in the 1ˢᵗsentence, words***"managersand"***and the word** *"staff"* **after the word** *"resolve"***shall be removed.**

X.   In Chapter "11. Annexes":

28. A new Annex is added with the following content:

ANNEX 11.3 - CANDIDATE INTERVIEW EVALUATION FORM

Candidate's Name: _____ Date: _____

Assessed By: _____

j)   SCORING

Candidate evaluation forms are to be completed to rank the candidates overall qualifications and competences for the position. Under each heading the assessor should give the candidate a numerical rating and write specific job related comments in the space provided. The numerical rating system is based on the following:

1	2	3	4	5
Unsatisfactory	**Satisfactory**	**Average**	**Above Average**	**Exceptional**
Fails to meet most of the competency	Meets some parts of the competency	Meets half of the competency	Meets more than half of the competency	Meets most of the competency

Question 1

Rating

Comment

Question 2

Rating

Comment

Question 3

Rating

Comment

Competency	Comments: (Be very specific; support your rating)	Score
Presentation		
Candidate enthusiasm		
Language proficiency		

29. Annex 11.3 *"Agreement between Bosnia and Herzegovina and the Office of the Special Coordinator of the Stability Pact for South East Europe on RAI Secretariat Headquarters signed in Brussels on September 15, 2003"* **becomes Annex 11.4.**