RAI Work Plan 2021– 2022

We look for better solutions together

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Acknowledgments

RAI Work Plan 2021-2022 represents a compilation of national needs, regional demands and international commitments. Its intention is to inform wider anti-corruption community and all the stakeholders of RAI's strategic direction and actions.

The Work Plan 2021 -2022 is a product of joint efforts of RAI Secretariat and the representatives of its member countries and observer countries. Their continued presence in Secretariat's work is invaluable.

RAI Secretariat also wishes to acknowledge its Partners who shared their invaluable expertise and knowledge in support of the implementation of the last Work Plan 2018-2020 and during the preparation of the new Work Plan 2021-2022.

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Abbreviations

ADA	Austrian Development Agency
CEF	Centre of Excellence in Finance
CoE	Council of Europe
CPL	Corruption Proofing of Legislation
CRA	Corruption Risk Assessment
COVID-19	Corona Virus Disease 2019
CSO	Civil Society Organization
DCAF	The Geneva Centre for the Democratic Control of Armed Forces
EC	European Commission
EU	European Union
EPAC	The European Partners against Corruption
GRECO	Group of States against Corruption
IISG	Integrative Internal Security Governance
IPA	Instrument for Pre-Accession Assistance
MONEYVAL	The Committee of Experts on the Evaluation of Anti-Money Laundering Measures and the Financing of Terrorism of Council of Europe
MoU	Memorandum of Understanding
OECD	Organization for Economic Co-operation and Development
OLAF	European Anti-Fraud Office
OSCE	Organization for Security and Co-operation in Europe
PCC-SEE	Police Cooperation Convention for Southeast Europe
RAI	Regional Anti-Corruption Initiative
RCC	Regional Cooperation Council
SEE	South Eastern Europe
SELDI	Southeast European Leadership for Development and Integrity
SG	Steering Group
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
UNSC	United Nations Security Council
WB	Whistleblowing
WB6	Western Balkans 6

I. Background

RAI is a regional inter-governmental organization which in the past decade has become primary regional anti- corruption hub in the SEE region. RAI has built a common regional platform for discussions among the governments and civil society and has efficiently addressed its activities through tailored made training, peer-to-peer learning and exchange of modern knowledge products, modern communication tools and sharing good practices in a multidisciplinary setting.

In stipulating of the strategic objectives, RAI follows the developments and trends in its member countries and the progress in the implementation of the key anti-corruption documents, focused on enhancing transparency, public administration integrity, awareness raising and result-oriented application of anti-corruption mechanisms in targeted priority areas. RAI Secretariat will continue the adopted inclusive approach for equal extension the programmatic activities to all its member countries and beneficiaries[1].

RAI Secretariat is committed to avoiding overlapping and ensuring synergies with the project activities implemented by various international organizations, beneficiaries and stakeholders in the SEE region related to the reforms in the field of good governance, rule of law and anti-corruption. In an international context, RAI Secretariat keeps track of the implementation of the RAI members' obligations deriving from the key anti-corruption monitoring mechanisms[2].

RAI strategic directions are in line with the European Commission Accession Strategy towards strengthening the SEE systems in preventing corruption, increasing transparency, building resilience to corruption as a multi-agency response, including private sector and civil society, improving the whistleblowing and conflict of interest policies, digitalization of the region towards transforming public services and involving the youth in the anti-corruption agenda. RAI Secretariat will especially take into account the recommendations of the new European Commission Enlargement Methodology 2020 which requires implementing the reforms through prioritizing key issues, close monitoring of implementation and delivery of concrete results, developing indicators and a measurable impact of corruption-prevention reforms[3].

The new reality imposed by the COVID-19 outbreak requires adaptation of traditional work, training and program modalities and shifting focus towards IT technology in keeping the activities and communication going. The pandemic outbreak provoked new corruption risks, especially in the public health procurement and in the disposal of the national and international financial aid, demanding for greater mobility of the anti-corruption bodies in connection with the CSOs and independent media. All these challenges will be reflected in the future strategic decisions.

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[1] Kosovo* institutions continue to be beneficiary of RAI activities (*This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence).

[2] UNCAC Review Cycles 1 and 2, GRECO Evaluation Rounds, OECD-ACN Competitiveness Outlook 2018, Chapter 17, Anti-Corruption Policy in SEE

[3] Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, 5.2.2020, Enhancing the accession process - A credible EU perspective for the Western Balkan

II. RAI Strategic direction and objectives

The overall objective of the Work Plan for 2021 –2022 is to support states in the implementation of evidence-based anticorruption reforms and enforcing anticorruption legislation in targeted fields and selected sectors according to the international standards established by the UN Convention against Corruption, CoE Criminal Convention on Corruption, as well as other relevant instruments and best practices.

RAI Secretariat planning and implementation process operates on two-year cycles in line with its internal documents. By taking on the role of a Regional Coordinator for Anti-corruption Dimension of SEE 2020 Strategy the Secretariat effectively agreed to uphold its strategic objectives and will actively contribute to the development of the post-2020 Strategy.

The new planning cycle commenced with the preparation of the Discussion Paper for the Work Plan 2021-2022. Participation of the RAI member countries in the Work Plan development was ensured by exchange of views and brainstorming thematic session at the 31st RAI online Steering Group Meeting on 23rd of June, 2020. The Discussion Paper and the Indicative Plan for Work Plan development and approval process has been adopted and served as a starting point and an outline for the new plan.

In parallel, as an integral part of the planning cycle, RAI Secretariat has conducted the evaluation process and prepared the Evaluation Report for the implementation of the Work Plan 2018-2020. The recommendations and lessons learnt, challenges and results achieved during the implementation period deriving from the Evaluation Report and other external evaluations will feed into the new Work Plan.

In this Work Plan, RAI Secretariat has shifted its earlier broader approach by focusing on four Primary Objectives, two Crosscutting issues and several Potential areas of interest. Consolidation process allowed for a more focused approach to implementation of RAI mandate thus providing member countries with targeted assistance aligned with their needs and national strategic priorities.

The in-depth analysis of the Work Plan 2018-2020 implementation led to the review and re-structuring of the objectives and further prioritization of actions, considering available human and financial resources as well as available capacities and priorities of the member countries, observers and partners.

In the 2021-2022 Work Plan, RAI Secretariat is consolidating the strategic approach by providing member countries with a more focused and in-depth assistance covered by the strategic objectives. In line with this, the Objectives encompassed by the Work Plan 2021-2022 are:

I. Primary objectives
   1. Strengthening regional cooperation in asset disclosure
   2. Strengthening integrity through transparent rules and procedures in the public sector
   3. Whistleblowing – raising public awareness & strengthening national capacities
   4. Strengthening the capacity of national authorities and enhancing regional cooperation in asset recovery

II. Crosscutting issues
   1. Digitization of anti-corruption
   2. Gender mainstreaming
   3. Awareness raising

III. Potential areas of interest
   1. Strengthening the individual and institutional integrity in law enforcement agencies
   2. Public procurement
   3. Promoting transparency in financing political parties and election campaigns
   4. Promoting integrity in the private sector
   5. Promotion of judicial integrity

Annexed Log-frame provides an overview of the primary strategic objectives set for the next two years as well as actions, anticipated results and estimated budgets, whilst the subsequent paragraphs provide insight into the status, rationale and plans.

I. Primary objectives

The primary objectives of the 2021-2022 Work Plan build upon the results achieved and processed initiated in the 2018-2020 period.

Objective 1: Strengthening regional cooperation in asset disclosure

Objective 1 is aligned with the national strategies and priorities for strengthening capacities for verification of the asset declarations, as the key preventive tool for illegal enrichment and conflict of interest of public officials[4]. International Treaty for Exchange of Data for Verification of Asset Declaration (hereafter: Treaty), as a legal framework for ensuring international exchange on data disclosure was developed and negotiated during the ADA-funded Regional Programme (2015-2020), whereas the planned signing of the Treaty by three SEE countries was postponed from early 2020 due to COVID-19 pandemic.

Bearing in mind the previous achievements, this Objective will entail facilitating the signing of the Treaty by at least 4 countries and its implementation into the national practice and developing a regional framework and mechanism for data exchange on asset disclosure. Strengthening of regional cooperation in asset disclosure will be addressed through accession of additional jurisdictions to the Treaty, enhancing regional cooperation and strengthening national capacities in delivery of oversight competences and setting up a monitoring tool for evaluation of the level of implementation.

RAI aims to deliver the International Treaty on Data Exchange on asset disclosure and support signatories in its implementation, as a tool which allows domestic integrity institutions to more thoroughly verify the veracity of asset declarations of their national officials. Operationalisation of the International Treaty will entail advocating for legislative changes in targeted jurisdictions from and beyond the region towards accession to the Treaty and for the accession itself, initial signing of the Treaty and supplemental accession to the Treaty; establishing, facilitating coordination and cooperation, and providing capacity building for the regional network of focal points. Consequently, the Treaty will institute a unique international frame-work for cooperation on data exchange in asset disclosure, the jurisdictions from and beyond the region will benefit from.

Objective 2: Strengthening integrity through transparent rules and procedures in the public sector

RAI will focus on promotion of transparency and quality of the legislative process through enhancing the capacities of the legislative bodies and the CSOs to implement the corruption proofing legislation (CPL) mechanism in the areas mostly affected by corruption, thus strengthening the implementation of the mechanism for detection and minimisation of risk of future corruption in the legislation drafting. In parallel, RAI will work on strengthening the implementation of the corruption risk assessment (CRA) mechanism through a set of measures aimed at enticing and supporting the relevant government officials and appropriate governmental bodies to move away from discretionary decision-making to rule-based political and administrative decision-making, by way of implementing the corruption risk assessment mechanisms. These measures will provide relevant national authorities with tools and expert assistance in fortifying the implementation of CRA mechanism and introducing and implementing methods for assessing its effectiveness.

As a continuation of programmatic activities implemented under the previous Work Plan, RAI Secretariat adjusted the programmatic approach in relation to strengthening capacities for implementation of CPL and CRA that would enable achieving more tangible results in improving the transparency and integrity in identified public sectors, as well in strengthening the CSOs capacities in their control function. RAI will work together with the anti-corruption agencies to identify the sectors where needs are the highest and where the most impact can be achieved. These efforts will be supported by introducing/upgrading of the developed CRA and CPL IT tools in line with the user needs requirements and their absorption capacities.

Main focus will be on achieving more tangible results in the implementation of the CPL and CRA mechanisms in identified sectors, paired with support to the national authorities in monitoring the implementation and assessing the impact of these mechanisms.

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[4] According to the Final External Evaluation Report, in 2016 84% of beneficiaries saw the International Treaty (Outcome 3) as either 'very relevant' or 'fairly relevant' (with the remaining 16% choosing 'don't know'). 12% of respondents thought in 2016 that the Treaty was not very relevant but this had dropped to 0% in 2020.

Objective 3: Whistleblowing – raising public awareness & strengthening national capacities

The approach to the implementation of the Objective 3 will be three-pronged and will entail promotion of disclosure channels and protection mechanisms for whistleblowers by strengthening the legislative framework and institutional arrangements; strengthening the capacity of civil society to support whistleblowing through public policy advocacy, public education, legal aid and other support to whistleblowers; and enhancing the public awareness, especially of youth, about the importance of whistleblowing in the fight against corruption and educate the public about whistleblower protection mechanisms.

This approach will be based on the gap analysis of the existing legal framework on whistleblower protection in the Western Balkans and Moldova and the resulting recommendations for improvements, especially in light of the EU Directive on the Protection of Persons who Report Breaches of the Union Law[5]. This action will be paired with the assessment of whistleblowing institutional arrangements in Western Balkans and Moldova and followed by the targeted capacity building based on a capacity needs assessment. Finally, the public information and education campaign targeting the general public, professional community and youth will be developed and implemented in the Western Balkans and Moldova.

This objective will be realized through the implementation of the three-year project 'Breaking the Silence: Enhancing Whistleblowing Policies and Culture in Western Balkans and Moldova' (April 2020 – March 2023) funded by European Union. The participation of Bulgaria, Croatia and Romania in the project activities will be supported by RAI. RAI Secretariat will continue to support its partners in the government and non-governmental sector in enforcing whistleblowing as an anticorruption tool. RAI's actions will build upon previous work and results achieved to date in improving whistleblowing practices in the SEE.

Objective 4: Strengthening the capacity of national authorities and enhancing regional cooperation in asset recovery

RAI Secretariat's efforts will continue to be focused on enhancing regional cooperation and strengthening the capacity of key national institutions to develop and implement good practices in asset recovery in line with international and European standards. Following the successful implementation of the short-term Asset Recovery project (2017-2018) and the two-year Regional Asset Recovery Project (October 2018-November 2020), RAI Secretariat will continue to disseminate and promote the handbooks and reports which have been developed within the framework of these projects.

Specialized training for judges, prosecutors and investigators in the field of asset recovery has proved as a valuable activity for beneficiaries and RAI Secretariat will continue with actions in this regard. RAI Secretariat will further strengthen relationships with the key national and regional stakeholders, with the aim to establish solid partnerships for further promotion and enhancing regional cooperation in the field of asset recovery. Concrete efforts will be put forward towards contracting a follow-up project and further development of cooperation with UNODC Regional Asset Recovery Project (2020-2023).

II. Crosscutting issues

Digitization of anti-corruption – The concept of digitization was partly realized as a novel engagement of the RAI with the ADA-funded joint RAI and UNODC Regional Programme (2015-2020) through development and implementation of specialized IT tools for CRA and CPL, which is to be continued through the next ADA-funded Regional Project. With the changes brought on by the COVID-19 pandemic, the importance of ensuring quality online learning resources in anti-corruption has soared. New partnerships with other international organizations enabled an access to their online anti-corruption resources available on the RAI web site[6].

This objective would entail establishment of the regional online anti-corruption learning platform as a regional database for learning products and for greater social web connectivity and new synergies with the academia, youth, civil society and media in anti-corruption fields. Further efforts will be made towards seeking funding for establishment of an online learning management platform and developing online anti-corruption courses.

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[5] https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32019L1937&from=EN

[6] http://www.rai-see.org/online-training/

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

Gender mainstreaming as a cross-cutting issue has been successfully achieved in the ADA funded Regional Programme (2015-2020) where participation targets of women were exceeded.

All projects and programmes developed by the RAI Secretariat integrate gender mainstreaming approach in the project Cycle Management. Corruption-prevention tools and mechanisms developed in the course of projects are gender mainstreamed, while the beneficiaries are encouraged to assume a gender aware approach in the implementation of projects activities and beyond.

Importance of beneficiaries' gender awareness and ensuring balanced gender representation will be continually outlined. Through equal participation of men and women in its activities, RAI Secretariat will aim at empowering both genders equally, by equipping them with knowledge and skills to contribute to anti-corruption and whistleblowing efforts in their local context and region. All documents and official correspondence will be drafted using gender sensitive language. RAI Secretariat will collect and analyse gender disaggregated data where possible in the course of implementing its activities, monitoring and reporting.

Awareness raising – Failing to educate the public on the consequences of corruption, as well as available preventive mechanisms decreases the effectiveness of the national and regional efforts to curb the corruption. To remedy this and to bolster the effectiveness of anti-corruption measures and mechanisms implemented by the jurisdictions in the SEE region, RAI will include the public outreach component in the implementation of its strategic objectives.

III. Potential areas of interest

Potential areas of interest are topics that have importance for RAI and its members, but not defined as priorities. Bearing in mind the capacity of the RAI Secretariat, including limited resources, as well as lack of partnership and defined beneficiaries, no commitments can be made in terms of delivery of results. Hence, these areas of interest are addressed in the following paragraphs and due to mentioned constraints are not further elaborated in the Log-frame.

1. **Strengthening the individual and institutional integrity in law enforcement agencies and their regional cooperation**

One of the key arguments for keeping this objective in the RAI's agenda is enhancing capacities of the beneficiary LEAs in the SEE region, especially internal oversight units to implement the GRECO recommendations for prevention of corruption and promoting integrity stemming from the GRECO Fifth Round of Evaluation. Considering that this specific topic needs to be treated through a multi-disciplinary approach, RAI Secretariat will seek for partners and with the beneficiaries to identify the possible project ideas for supporting the units for professional standards and internal control and for developing corruption risk management.

Possible partners in the areas of security are IISG (under the auspice of the RCC); PCC-SEE; Regional OSCE and DCAF (the Regional anti-corruption web platform for SEE, Ukraine and Moldova); GRECO (support to implement GRECO recommendations); EPAC-BAK and selected CSOs. Further actions could be conducted in partnering with OLAF and MONEYVAL for enhancing the capacities of the LEAs for more efficient financial investigation, application of the asset recovery legislation and improving the regional and international cooperation in asset recovery cases. RAI Secretariat will seek to continue the cooperation with the RACVIAC in the field of promoting the integrity and prevention of corruption in the specific areas of Security Sector, including the Defence Sector.

2. **Public procurement**

The area of digitalization of the procurement procedures will be of key importance to strengthen procurement in the post-outbreak world. Considering the new realities of pandemic and increased vulnerability of the health sector that requires a concerted response, RAI Secretariat will explore the avenues towards having activities in the sector subject to the interest its members and availability of funds.

Potentially, RAI could work in the field of public procurement in the health sector through research activities to detect the corruption risks and policies for promoting the transparency and integrity of the process. Possible synergies could be

achieved with the OECD for detecting the corruption risks and promoting the transparency and public integrity of the process for an effective COVID-19 recovery. Another partner could be the CEF in the area of knowledge sharing and learning in the area of financial control as one of the key elements to ensure good governance and transparency and integrity in public spending.

3. Promoting transparency in financing political parties and election campaigns

Transparency of incomes and expenditures and publishing of the political parties' financial reports, especially during the election process is one of the key mechanisms for prevention of corruption in democratic states. Potential areas of work are launch of regional exchange of experience for establishing minimum standards on how to improve the legislative framework and the institutional capacities of the national anti-corruption agencies for detection of corruption risks in the areas of donations, financial reporting with inclusion of the civil society in line with the international standards and the GRECO recommendations to the SEE region deriving from the Third Round Evaluation (Transparency of Party Funding). Possible cooperation could be established with the OSCE-ODIHR and the GRECO.

4. Integrity in Private Sector

RAI Secretariat will partake as the Expertise Partner in the implementation of the Norway-funded project "Implementing shared anti-corruption and good governance solutions in Southeast Europe: innovative practices and public-private partnerships" with the focus on the pillar: Established Regional Good Governance Public-Private Partnership Platform (R2G4P). The Platform will combine RCC and RAI's public sector cooperation capacity with SELDI's expertise to create a sustainable regional public-private partnership for shared good governance solutions. With at least 22 members, holding meetings at least once annually and joint task forces informing the work of the Platform, the R2G4P will be the project's key added value. Furthermore, this objective will be partly addressed under the new ADA-funded Regional Project for enhanced cooperation among the CSOs with the private sector and its engagement for more effective contribution to the UNCAC Reviewing process and enhancing their knowledge and cooperation in collective action. RAI Secretariat could explore the possibilities for a closer cooperation with the Chambers of Commerce and business associations. Possible partners could be the WB6 Chamber Investment Forum and the OECD in the framework of the OECD and South East Europe Regional Programme on business integrity[7].

5. Promotion of judicial integrity

Judiciary as a guarantor for protecting human rights should play the key role in the prevention and fight against corruption. Mechanisms should be built to develop an effective conflict of interests, whistleblowing and asset disclosures policies and for promoting the culture of judicial integrity. In this regard, a partnership will be enhanced with the UNODC Global Judicial Integrity Group towards promoting the RAI and UNODC publications and education tools and UNODC training sites in the SEE judiciaries, and potential organization of joint webinars[8]. RAI will establish a closer cooperation with the GRECO in assisting states to fulfil the recommendations issued in the Fourth Round Evaluation on prevention of corruption in respect of the judges and the prosecutors.

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[7] OECD and SEE Regional Programme on business integrity- Fair Market Conditions for Competitiveness in the Adriatic Region- 3-year business integrity project to support the creation of a level-playing field and fair market conditions in Serbia, Bosnia Herzegovina and Croatia to enhance competitiveness and integrity in a sustainable and inclusive way.

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

III. Strategic outlook of RAI 2020 and beyond

1. Institutional and organizational capacities

a) Human resources

Upgraded internal policies have entered into effect on November 1, 2019 as a part of the organizational development which enabled expansion of the staff, competitive and merit-based recruitment, performance management processes and advanced conflict of interest rules. RAI will further improve the process of consultations with its members through more structured and targeted bilateral dialogue and more flexible response to the beneficiaries' needs with the Steering Group members and the beneficiaries.

RAI Secretariat will continue with investing into the internal capacities, with primary focus on a successful project programming and utilization of core funds, EU and other donor funds and by enhancing the internal skills for result-oriented project management with a focus on monitoring and evaluation, impact assessment, developing and implementing anti-corruption qualitative indicators and benchmarks, project risk management, etc.

It is of a great importance to have the Steering Group members nominated on a long run in order to maintain a continuous dialogue and ownership of RAI activities to better target and more eagerly react to the beneficiaries' needs.

b) Upgrading RAI to a Regional knowledge and expertise hub

In line with the new regulations, RAI started with the creation of the regional hub through developing the Roster for pre-vetted experts for the needs of RAI Secretariat, member states and partners.

The COVID-19 pandemic has revealed that IT technology can play the most significant role in keeping the activities and communication going. In 2020, RAI Secretariat has initiated activities related to establishment of a regional on-line learning anti-corruption platform. The first step was to upgrade the existing RAI website in order to make it more interactive and user friendly. Following this, the RAI Secretariat will work on creation of an online learning anti-corruption platform by having the closed-group sections for formats such as forums, exchange of information, webinars, etc.

c) Negotiating and signing a new International Agreement reflecting the status of RAI as an international organization

The positive achievements in relation to the strategic and organizational capacities should be capitalized in the enhancement of the organization in the international fora through signing a new international agreement between the RAI member states.

In this regard, it would be valuable to exchange experiences with the relevant similar international organizations in the region. Furthermore, consultations will start on a bilateral basis with the relevant ministries in the RAI member states and with the support of the regional and international organizations.

RAI will continue the discussions for enhancing its status in the GRECO and exchange of views with the European Commission in this regard.

d) Additional countries joining as member countries

RAI will continue its efforts toward expansion of RAI membership to other countries and relevant organisations.

Observer states are the primary avenue to explore for the possibility to become core members. Slovenia, being an Observer since 2017, being geographically a part of the region is a first potential member. The consultation process with the Slovenian Commission for the Prevention of Corruption regarding the membership will continue.

2. Cooperation and partnership

RAI Secretariat has strengthened its partnership and good relations with the other regional and international organizations, but in parallel searched for new partners, collaborators and initiatives in the anti-corruption field. The key priority will be deepening the partnership with the national beneficiaries for further promoting their anti-corruption

efforts that fit into their economic, political and social environment. Particular attention will be paid on constant coordination and consultation to reduce the overlapping with the other anti-corruption projects present in the SEE region.

In the past decade there was an overemphasis on the enforcement e.g. fight against corruption. RAI has zoomed in on the development of national-based approach in introducing/ developing preventive anti-corruption mechanisms complemented by sectoral approaches to streamline the technical capacities, reduce the costs, and maximize the potentials. Such an approach will reduce the risks for overlapping with the other organizations project outcomes and will save RAI funds and internal resources.

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

2.1. Regional and international cooperation

RAI Secretariat will continue investing its efforts in maintaining and establishing new regional and international partnerships.

The partnership with the European Commission will continue in the realization of the 3-year EU- funded Regional Project. RAI will vigilantly follow the latest trends in the EC anti-corruption portfolio and will assist the beneficiaries to implement the EU standards and best practices in the particular anti-corruption fields. RAI also took note on the participation of the RAI EU member states in the new established EU Rule of Law evaluation mechanism which will draw individual annual reports entailing different chapters for each of the Member States, based on individual evaluations.

In the planning period RAI will pursue with the implementation of the MoU with Central European Initiative to the best extent possible, having in mind the circumstances brought upon by the COVID-19 pandemic. The CEI financially supported the 15th Edition of the Summer School that was held online. Since establishment of the new IISG Secretariat under the auspice of the RCC, RAI will continue the intensive dialogue with the IISG and RCC leadership in the negotiations for the IPA 2020-2024 Multi-action Plan in line with the work plans of the both organizations. Under the new ADA-funded Regional Project, RAI and the UNODC will work on increasing the capacities of the CSOs and relevant stakeholders on UNCAC implementation and on implementing new compliance frameworks for enhancing the CSOs and private sector entities knowledge and cooperation in collective action. The component of combined state and civil society approach will be embedded in each of the Project objectives through organizing joint activities and on promoting each other visibility Cooperation with the OECD-will be developed in the areas of implementation of the performance anti-corruption indicators in the RAI core programmatic activities and in the framework of the new Fair Market Conditions for Competitiveness in the Adriatic Region[9].

RAI Secretariat will actively cooperate with SELDI Network in the implementation of the Norway-funded project "Implementing shared anti-corruption and good governance solutions in Southeast Europe: innovative practices and under public-private partnerships" with the focus on the pillar: Established Regional Good Governance Public-Private Partnership Platform (R2G4P).

New partnership with youth, media and their respective associations in the SEE region will be promoted in terms of their education on whistleblowing and other anti-corruption issues and for advocacy policy and promotion. RAI Secretariat will further the cooperation with the Law Faculty, University of Sarajevo towards promoting anti-corruption education in the region.

RAI will reaffirm its role in improving the public anti-corruption education and awareness, through producing of accessible materials and launching a regional public awareness campaign to sensitize general public and public authorities about whistleblowing, targeting more specifically the youth and scholars. In parallel, with the new ADA funded Regional project, RAI and the UNODC will implement a joint outcome for increasing the public awareness on the preventive of corruption measures undertaken through targeted advocacy actions.

The RAI Work Plan 2021-2022 objectives are aligned with the key conclusions taken from the Balkan process summits conclusions for strengthening the WB systems of preventing corruption and boosting regional cooperation in this area. RAI will continue the already started intensive consultations on the RAI participation as the leading regional anti-corruption organization regarding the WB6 Anti-corruption and Illicit Finance Roadmap initiative[10].

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[9] https://www.oecd.org/south-east-europe/programme/fair-market-conditions-adriatic.htm

[10] Berlin Process- 2017 12 July 2017: Trieste Western Balkan Summit – Joint Declaration Against Corruption (LINK); Berlin process Chair's Conclusions of the Heads' meeting of the London Western Balkans Summit, 10 July 2018 (LINK); Berlin Process - 2019 Western Balkans Summit Poznań, Chair's conclusions (LINK).

IV.   Fundraising Strategy

Successful projects and outreach to Partners allowed for the RAI Secretariat to transform from contributions-based organisation to project-based organisation. Having multiple sources of funding enabled RAI to implement its mission by expanding the Secretariat, hence having resources to carry out programmatic activities and efforts. Building on the successes of the previous period, RAI Secretariat will continue with the same approach.

Having secured multiple large-scale projects for the 2021-2022 period, the RAI Secretariat staff will primarily work on the donor management by maintaining good relationships in order to continue having their support for years to come.

Additionally, the fundraising strategy for the 2021-2022 period will include:

- Securing funds for establishment of online regional learning platform;
- Exploring options for the follow-up phase of the asset recovery project;
- Exploring possibilities for development of medium-sized project(s) that would focus on "Potential areas of interest".

V.   Monitoring and Evaluation

The increased development assistance in recent years has motivated both the donor community and recipients to adopt monitoring and evaluation (M&E) processes and tools to increase accountability and ensure that policies, programs and projects are aligned with goals and relevant outcomes[11]. This has shifted the focus towards a more quantifiable, results based and data-driven approach to development.

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

In 2019, RAI has made a significant upgrade of its internal policies as part of a continuous effort in organizational development and strengthening of professionalism, responsibility and inclusive approach to delivery of RAI's mandate. By strengthening the accountability of all individual core positions, overall integrity of RAI is strengthened as well. In 2021-2022 period, RAI Secretariat will work on development of a more comprehensive M&E and compliance system. This will require investment into staff development and specialization, especially in the area of impact assessment and compliance. This would enable the RAI Secretariat to develop a Monitoring and Evaluation Methodology that would establish a long-term process of recording delivery and measuring results and impact with participative approach based on identified quantitative and qualitative indicators as a basis for standardized, credible and transparent assessment.

The overall evaluation of the last three years shows a significant increase in targeted actions delivered and results achieved at the regional level as well as at the sub-regional level, number of partnerships established, increase in visibility, as well as improved program management in order to respond efficiently to the members' needs and areas of RAI actions.

RAI will continue to use the indicators and data contained in the OECD 2016 and 2018 Competitiveness Outlook for South East Europe[12] as a key benchmarking tool to provide evidence-based assessment of progress on anti-corruption policies in the SEE governments based on quantitative and qualitative indicators. RAI will utilize these indicators in the monitoring and evaluation of its programmatic outcomes and for comparison the progress in the anti-corruption reforms in its beneficiaries. RAI participated in the consultations and will further follow the development of the new OECD monitoring tool for the 5th Round Evaluation under the Istanbul Action Plan, based on the OECD-ACN performance anti-corruption indicators and benchmarks which will be of relevance for the RAI key project activities. RAI secretariat will actively participate in the developing of the new OECD Competitiveness Outlook 2021.

Additionally, the results of the actions implemented by RAI Secretariat will be captured and evaluated by number of external sources, mainly annual surveys and reports produced by credible international organisations and civil society.

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[11] https://home.kpmg/content/dam/kpmg/pdf/2015/12/attaining-accountability-in-the-development-sector.pdf
[12] OECD Competitiveness Outlook for South East Europe 2016 and 2018

Annex 1 – Logical Framework

		Objective 1: STRENGTHENING REGIONAL COOPERATION IN ASSET DISCLOSURE			
Objectives	**Activities**	**Expected Results**	**Potential Partners**	**Key Beneficiaries**	**Estimated Budget**
1.1 Enhancing regional cooperation on data exchange in asset disclosure (International Treaty on Data Exchange in Asset Disclosure and Conflict of Interest hereafter referred to as International Treaty)	- Promote the Treaty and advocate for accession of the SEE and other jurisdictions to the Treaty - Signing the International Treaty - Advocate for harmonization of the national legislations with the International Treaty - Setting up a monitoring mechanism for implementation	- International Treaty signed by at least 4 countries - International Treaty entered into force - Exchange of data between countries taking place - Awareness raised about the benefits of the International Treaty	UNODC Relevant national public institutions Austrian Federal Ministry of European and International Affairs	National Oversight Bodies Ministries of Justice	€43.000 Total donor funding secured
1.2 Strengthening capacities of the national oversight bodies	- Regional meetings of integrity experts organized regularly - Identification of national needs - Supporting the national capacities in delivery of oversight competences	- Professionals in oversight bodies are educated/trained in new tools and techniques - National needs identified and addressed	UNODC	National Oversight Bodies Ministries of Justice	€20.000 Total donor funding secured

Objective 2: STRENGTHENING INTEGRITY THROUGH TRANSPARENT RULES AND PROCEDURES IN THE PUBLIC SECTOR					
Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
2.1 Strengthening national capacities in anti-corruption assessment of legislation (CPL) 2.1 Strengthening national capacities in anti-corruption assessment of legislation (CPL)	- Continued support to member countries developing and strengthening implementation of CPL mechanisms with the focus on impact assessment - Continued training for respective government officials in selected sectors - Introducing/upgrading CPL IT tools - Strengthening regional cooperation and exchange	- Identification of the priority sectors for CPL capacity building - CPL regularly taking place in administrative practice - National officials trained in conducting CPL - IT and technical capacities of national institutions strengthened - Regional cooperation and peer to peer exchange fostered	UNODC	National AC Bodies Selected Sectors	€50.000 Total donor funding secured
2.2 Strengthening national capacities in corruption risk assessment in public administration (CRA)	- Continued support to member countries developing and strengthening implementation of CRA mechanisms with the focus on impact assessment - Continued training for respective government officials in selected sectors - Continued training of CRA practitioners - Introducing/upgrading CRA IT tools - Strengthening regional cooperation and exchange	- Identification of the priority sectors for CRA capacity building - Implementation of CRA strengthened - Capacities of national institutions in selected sectors strengthened - IT and technical capacities of national institutions strengthened - Regional cooperation and peer to peer exchange fostered	UNODC	National AC Bodies Selected Sectors	50.000 Total donor funding secured

Objective 3: WHISTLEBLOWING – RAISING PUBLIC AWARENESS & STRENGTHENING NATIONAL CAPACITIES

Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
3.1 Disclosure channels and protection mechanisms for whistle-blowers in public institutions improved and civil society capacity strengthened	- Gap analysis of the legal framework on whistle-blower protection and advocacy for adoption of recommendations - Tailor-made capacity building of select institutions	- Whistleblowing laws and practices in the beneficiary jurisdictions strengthened - Increased disclosures from whistle-blowers through enhanced reporting channels and strengthened protection levels in selected public institutions - Strengthened capacities, peer-to-peer and cross-sectoral exchanges with and among selected public institutions, free legal aid providers, and other identified CSOs	SEE Coalition on Whistleblowing Protection	National institutions with competence in WB CSOs	€105.000 Total donor funding secured
3.2 General public, professional community and public institutions more sensitized and informed about whistleblowing	- Development of a whistleblowing learning platform on RAI website - Conduct public awareness and education campaign on whistleblowing targeting general public with special emphasis on youth - Engage with youth to support the enforcement of whistleblowing	- Strengthened exchange between whistleblowing professionals and representatives of public institutions through RAI Platform - Improved awareness of general public about whistleblowing - Outreach and engagement on whistleblowing implemented with a special emphasis on youth population	RYCO SEE Coalition on Whistleblowing Protection	Regional CSO Networks National CSOs	€200.000 Total donor funding secured

Objective 4: STRENGTHENING THE CAPACITY OF NATIONAL AUTHORITIES AND ENHANCING REGIONAL COOPERATION IN ASSET RECOVERY					
Objectives	Activities	Expected Results	Potential Partners	Key Beneficiaries	Estimated Budget
4.1 Strengthening regional cooperation between asset recovery bodies	- Fostering regional exchange of best practices with peer-to-peer exchange and expert missions - Assisting the institutions with implementation of relevant international instruments and standards	- Platform for implementation of the long-term capacity building efforts in the field of asset recovery established	UNODC AIRE Centre KAS UNDP national offices	National Asset Recovery Bodies Judiciary Judicial Training Institutes MoJs	€50.000 Donor funding not secured
4.2 Strengthening national capacities in asset recovery	- Identifying national needs - Addressing the specific national needs through technical assistance - At least one Summer School Edition dedicated to Asset Recovery	- Strengthening capacity of all institutions involved in asset confiscation - Implementation of the Asset Recovery competences improved	UNODC AIRE Centre KAS	National Asset Recovery Bodies Judiciary Judicial Training Institutes MoJs	€100.000 (€20.000 secured)