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

PROJECT PACO ALBANIA 2: IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION PLAN

Final Project Report

Covering the period

August 2002 – February 2004

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1 INTRODUCTION

1.1 PROJECT BACKGROUND

Since 2000, the Government of Albania has taken important steps against corruption. In April 2000, a revised Anti-corruption Plan was presented to the public containing a large number of measures. At the same time, an Anti-corruption Monitoring Group (ACMG) was established to follow the implementation of the plan. The structure and mandate of this group was based on suggestions made by a Council of Europe team of experts and the Stability Pact Anti-corruption Initiative (SPAI) who visited Albania in March 2000.

In September 2000, a Council of Europe technical assistance mission visited Albania and – in close cooperation with the Albanian authorities – developed proposals to further strengthen the ACMG.

The recommendations of the mission were subsequently adopted by the Government of Albania, and steps were taken to establish the Anti-corruption Unit of the ACMG at the Office of the Prime Minister.

The Albanian authorities and the Council of Europe subsequently agreed to launch a technical cooperation project aimed at supporting the Albanian authorities in the strengthening of the Anti-corruption Monitoring Group (ACMG). The project – PACO Albania 1 – was funded by the Swedish International Development Cooperation Agency (Sida) and implemented by the Council of Europe from January 2001 to July 2002 as part of the Programme against Corruption and Organised Crime in South-eastern Europe (PACO).

Following the completion of the PACO Albania 1 project in mid-2002, and based on the recommendations of an evaluation team (February 2002), Sida and the Council of Europe agreed to support the Albanian authorities through a follow-up project – PACO Albania 2 (August 2002 – December 2003).

The project PACO-Albania 2 is thus based on the achievements and the momentum created under PACO Albania 1. From August 2002, it supported the Albanian authorities in their efforts to implement the national anti-corruption plan more effectively. In terms of its overall rationale, the project has been designed to assist Albania in preventing and controlling corruption to the point where it no longer undermines the confidence of the people in the political and judicial system, the rule of law, economic development, foreign investments and European integration.

This project (like PACO Albania 1) has been implemented by the Economic Crime Division of the Directorate General of Legal Affairs of the Council of Europe.

1.2 REPORTING ON PROJECT PROGRESS

The project has been managed as part of the Programme against Corruption and Organised Crime in South-eastern Europe (PACO). A project manager has been assigned and been specifically responsible for the implementation of all activities of this project.

The grant agreement between Sida and the Council of Europe (Article 10.2) provides for the preparation of two narrative progress reports, and one final report by the end of the project duration. An inception report (29 November 2002), a six-month progress report (28 February 2003), and a second progress report (31 October 2003) have been submitted to Sida prior to a final project report. All these reports describe initial activities and their status along with the project workplan updated and approved by the Albanian authorities.

According to the same agreement provision, a final report "...shall be submitted to Sida not later than 31 March 2004"¹.

The project document had foreseen an evaluation of the project two months prior to its scheduled end (initially dated 31 December 2003). The visit of the evaluation team – consisting of two experts, one appointed by Sida and one by the Council of Europe – took place from 19 to 21 November 2003.

In preparation for this evaluation a report summarising the activities carried out in the course of the project for the covered period was provided to both evaluators and Sida as well the Albanian authorities. Following the evaluation and based on the official request of the Albanian authorities, the project implementation term was extended for two more months (not requiring additional funding) in order to complete several additional activities that were initiated before the scheduled end of the project term.

The current report covers the entire project implementation term including the extended period as well as the results of the project evaluation and its recommendations.

¹ See, Art 10, Item 2 of the AGREEMENT BETWEEN GOVERNMENT OF SWEDEN AND COUNCIL OF EUROPE ON SUPPORT TO PACO ALBANIA 2: IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION PLAN DURING 1AUGUST 2002 - 31DECEMBER 2003, August 2002, Sida ref: Öst 2002-001645.

2 OBJECTIVE, OUTPUTS AND ACTIVITIES

The intervention logic of the PACO Albania 2 project has been designed as follows:

Long-term objective:	The project will assist Albania in preventing and controlling corruption to the point where it no longer undermines the confidence of the people in the political and judicial system, the rule of law, economic development, foreign investments and European integration. It will assist the Albanian authorities in meeting international commitments such as those under the Stability Pact Anti-corruption Initiative (SPAI)
Project objective:	The project is to strengthen the cooperation of State institutions with the Anti-corruption Monitoring Group in the implementation of the national anti-corruption plan
Output 1:	The Anti-corruption Plan will reflect a coherent approach to enforcement, prevention and public education, including a stronger involvement of civil society and criminal justice institutions
Activities:	<ul style="list-style-type: none"> - Organise three major workshops to develop proposals for the respective government institutions to enhance the coherence of the national anti-corruption strategy in the area of law enforcement, prevention and public education - Organise workshops with the Albanian Coalition against Corruption to devise a public education and support strategy (these should afterwards be continued on a regular basis and without project assistance) - Propose recommendations with respect to improvements and unification of criminal law provisions against corruption - Recommend systems to dispose of corruption allegations efficiently and correctly in order to enhance public confidence in the prosecution of corruption related cases. - Assist the prosecution, the judicial police and the courts to identify gaps and practical problems related to the investigation and prosecution of corruption.
Output 2:	The capacities of the ACMG Board and Anti-corruption Unit to monitor the Anti-corruption Plan and to cooperate with other partners will have been strengthened
Activities:	<ul style="list-style-type: none"> - Workshop for Board members and Anti-corruption Unit staff on criteria for evaluating anti-corruption measures - Workshop to enhance the management of the Board meetings and review the division of labour between the Anti-corruption Unit and the Board - Preparation and adoption of a workplan for the Board for 2002/2003, including agreement on a list of systems studies to be carried out by the Anti-corruption Unit in cooperation with other partners - Elaboration of proposals to ensure more consistent participation of civil society and business community in Board meetings - Improve the working conditions and methodology of ACMG personnel (including office space and equipment) - Review and update the manual of operations and legal basis for ACMG
Output 3:	Anti-corruption Unit and Contact points will have a sustained capacity to discharge their responsibility in terms of reporting to the ACMG on behalf of their institution on measures taken to implement the anti-corruption plan
Activities:	<ul style="list-style-type: none"> - Training of contact points and Anti-corruption Unit staff; starting with a workshop (retreat session) on the roles and responsibilities of contact points - Identify shortcomings, prepare a list of systems studies to be prepared for approval by the Board and carry out the studies - Improve and update on a continuous basis (every six months) the national anti-corruption plan (the matrix) in cooperation with the Anti-corruption Unit
Output 4:	The ACMG will be in a position to cooperate with institutions at regional and local levels in the implementation of the anti-corruption plan
Activities:	<ul style="list-style-type: none"> - Carry out 2-3 workshops at local and regional levels to strengthen the involvement of local and regional authorities in the national anti-corruption plan - Develop an outreach strategy for the ACMG to ensure cooperation with institutions at local and regional level, including identification of contact points and design of a system to ensure cooperation between local, regional and central levels.

3 WORKPLAN AND INSTITUTIONAL STRUCTURE

3.1 WORKPLAN (UPDATED)

Time	Place	Activity	Albanian Authorities Input	Council of Europe
08/2002	Tirana	CoE and ACMG/ ACU to prepare a Workplan Calendar	ACMG, ACU and office of Minister of State	Project Manager
08-09/2002	Tirana, Sxb	CoE and ACU to develop and elaborate: <ul style="list-style-type: none"> - amendments to the existing legal ACMG framework (Prime Minister Order); - proposals to ensure a more consistent participation of the civil society and business community; and - draft of the PM order with the necessary amendments. 	ACMG, ACU and office of Minister of State	Project Manager
08/2002	Tirana	Start up the Micro-system Study No. 2/2002 : <ul style="list-style-type: none"> - Identification of corruption possibilities when combating trafficking of stolen vehicles, in human beings and narcotics. 	ACU and ACAC	Project Manager
09-10//2002	Tirana, Sxb	CoE and ACU to: <ul style="list-style-type: none"> - prepare and elaborate institutional anti-corruption measures task chart[s]; and - distribute and initiate training of Contact Points on task chart management and reporting. 	ACMG, ACU Office of Minister of State	Project Manager
09/2002	Tirana, Sxb	ACU and CoE to prepare the list and the calendar of system studies as part of the workplan which is to be carried out by ACU in cooperation with other partners	ACMG, ACU and ACAC	Project Manager
09/2002	Tirana Gjirokastra	ACU and ACAC to initiate their Public Awareness campaign through the General Meeting with: <ul style="list-style-type: none"> - Federation of Syndicates; - Union Syndicates of Education representatives on anti-corruption national strategy; and - NGO and University meeting in Gjirokastra (regional). 	ACU and Minister of State	
09-11/2002	Tirana, Sxb	Start up of the Micro-systems Study No. 3/2002 : <ul style="list-style-type: none"> - licensing System and other public services provided by the Central Administration Institutions - preparation of the Micro-systems Study report based on the questionnaire and interviews. 	ACU Relevant institutions	Project Manager Expert
30/11/2002 Deadline	Sxb	CoE to present to Sida an Inception Report <ul style="list-style-type: none"> - Workplan time table and Calendar of Activities 		Project Manager Programme Manager Sida
12/2002	Tirana, Sxb	CoE to present Assessment and Recommendation Report with new proposals with respect to Micro-systems Study Report No. 3/2002 : Licensing System and other Public Services provided by the Central Administration Institutions	ACMG, ACU, Office of Minister of State	Project Manager Expert

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10-12/2002 12/2002 07/2003 <i>signatory day</i>	Tirana, Sxb	Workshop I —Recommending systems to dispose corruption allegations and enhance public confidence on judiciary when handling corruption cases: - drafting of the MOU on the Triangle Committee; and - MOU to be signed by the office of the Prosecutor General, Minister of State and ACAC president.	ACU, ACAC, CAO, PG's office	Project Manager Expert
10-12/2002	Tirana	Recommendations and a PM Order are issued with respect to the Micro-system Study No. 2/2002 for implementation to all relevant institutions	ACU and Office of Minister of State All relevant institutions	
12/2002	Tirana	ACMG to conduct the first review and collection of information of the Task Charts by updating tasks and deadlines for each institution	ACU, ACMG Minister of State	Project Manager
01/2003	Tirana, Sxb	CoE to assist ACU to prepare and present to ACMG Board the 2002 (06-12/2002) Macro-system Report (Inventory of Achievements) - Improve and update Matrix 2002-2003	ACU Office Contact Points	Project Manager
02/2003 <i>(additional funding required)</i>	Tirana Vlora Shkodra	CoE to: - assess; - recommend proposals; and - assist the office of PG on drafting the new decree; On case management and information tracking aimed at preventing corruption within the prosecutorial services; and disposal of corruption allegations from the public against the judiciary in general.	ACU Office of Prosecutor General Three levels of Cts and Prosecutions	Project Manager 2 Experts
28/02/2003 Deadline	Sxb	CoE to present to Sida its first 6-month narrative report: - activities performed and results obtained; - shortcomings and possible remedies	ACMG Anti-corruption Unit Minister of State	Project Manager Sida
11/03/2003	Tirana	CoE and Sida mid-term review: Follow up the progress of the project	CoE, Sida, Office of Minister State, ACMG and ACU	Project Manager Programme Manager Sida
03/2003 18 March 1 April	Tirana	Workshop II – ACU and Council of Europe to organise Evaluation Workshop on Streamlining Licenses with respect to: - the new proposed system introduced according to Micro-systems Study and Assessment Reports No. 3/2002; and - present the draft of the PM Order (legal basis) in order to initiate the implementation of the new proposed system.	ACU office All relevant institutions Contact Points Office of Minister of State	Project Manager Expert
03/2003 14 March	Tirana	Workshop III —Discussion on legal framework proposals and possible legal amendments in order to enhance the coherence of the national anti-corruption strategy and international commitments (Setting up the Working Group, tasks and target area)	Chairman of the ACMG Board, MOJ local experts,	Project Manager
04/ 2003	Saranda	Workshop IV — Training of Contact Points through the Task Chart' communication and on establishing and evaluating	ACU, ACMG, All Contact Points	Project Manager 2 Experts

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18-22 April		indicators of success for the new AC Plan of 2003-2004. <ul style="list-style-type: none"> - How to conduct a comprehensive Inventory of Achievements - Review of Task Charts; - Review tasks of the ACU and Contact Points aiming at updating the ACMG manual of operations 	ACAC Office of Minister of State	
03-04/2003	Sxb Paris	Written Legislative Assessment: CoE supports the Draft law on "Rules of ethics for Public Administration" <ul style="list-style-type: none"> - Written Expert Opinions provided for the Department of Public Administration; - Recommendations for improving the existing draft and secondary legislation 	Department of Public Administration OECD/PUMA	CoE/Dept of Public Law Project Manager 2 Experts
19-20/04/2003	Tirana	Round Table Discussions on the draft law on "Rules of ethics for Public Administration" <ul style="list-style-type: none"> - Introducing the necessary improvements with the main stakeholders in the parliament and with the executive branch authorities - Technical discussions with lawyers and experts with respect to the implementation aspects of the law (when passed by parliament) 	Department of Public Administration Parliament Members Relevant Ministries Reps from main political parties Local Experts (DAP Lawyers)	Project Manager 1 CoE Expert 1 OECD/PUMA Expert
05/2003 (subject to additional funds)	Durres (M) Shkodra (N) Vlora (S)	CoE and the Office of Prosecutor General to organise: <ul style="list-style-type: none"> - Training Workshop[s] with respect to the new proposed system on case management and information tracking aimed at preventing corruption (300 P's and JP's for all region) - Publication of Manuals on Reporting Sheets for all offices of prosecution in Albania 	Office of Prosecutor General ACU	Project Manager Expert
07/2002 3-4 July	Tirana	Third Annual Conference for Prevention and the Fight Against Corruption <ul style="list-style-type: none"> - Review, update and improve the Action Plan for the Prevention and Fight Against Corruption and its Matrix for 2003-2004 - ACAC, ACU, and ACMG to devise the NGO support strategy to ACMG on implementation of national anti-corruption plan - Assessment of Inventory of Achievements for 2002-2003 based on the matrix and indicators of success 	ACMG, ACU and office of Minister of State Office of Prime Minister ACAC Trade Unions Int'l Partners	Project Manager Programme Manager
07/2003	Tirana	ACMG and ACU to set up the network of contacts at local and regional levels aiming at the establishment of the regional and local points.	ACMG, ACU, Office of Minister of State, Ministry of Local Government	Project Manager
07/2003	Tirana, Sxb	CoE, ACU, and ACAC draft an outreach strategy in order to ensure the local and regional cooperation into the implementation of the anti-corruption national strategy	ACMG, ACU, ACAC	Project Manager

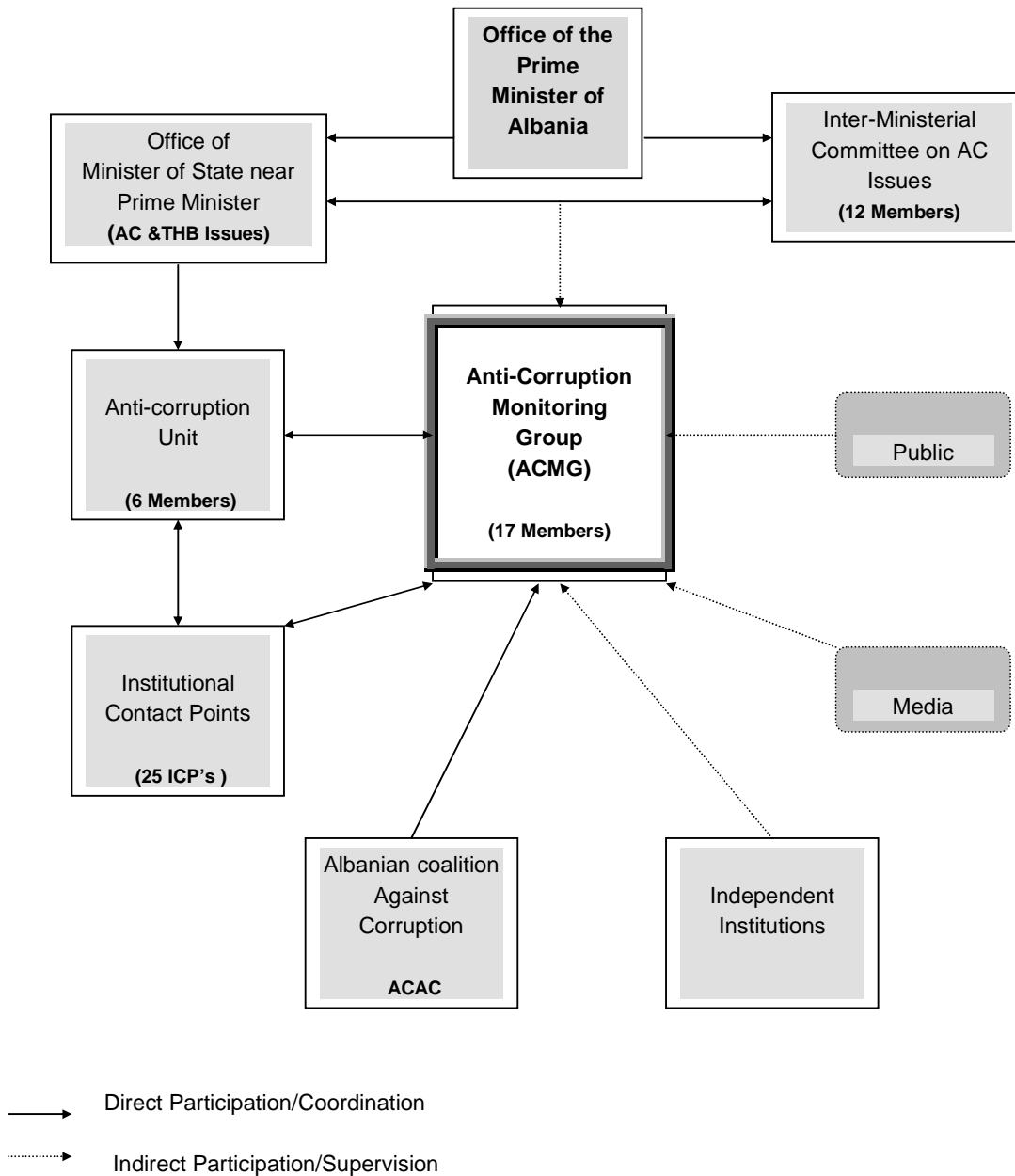
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07-09/2003	Tirana	ACU to: - Start up <i>ad hoc</i> Micro-system Study No. 4/2003 : Disciplinary measures and Criminal Reporting from all Central Administration Institutions when facing corruption related violations" 2002-2003 - Draft the Macro-study Report based on the Matrix of 01-06 2003	ACU and ACMG Contact Points	
08-09/2003	Sxb Tirana	Workshop V — Council of Europe to assess and provide recommendations with respect to the necessary amendments (CC and CPC) in order to enhance the coherence of the legislation with the national anti-corruption strategy, and international commitments. (Initial Review-- Assessment) Feed back from Working Group on basis of On Line Assessment.	Working Group of 6 Alb Experts MOJ/ACMG Board Chairman	Project Manager 1 "On line" expert
10/2003-10-15 09-10 October 20 November	Tirana	Workshop VI —CoE and MOJ to organise an Expert Round Table Discussion on necessary changes that need to be addressed in Criminal and Criminal Procedure Codes of Albania with respect to corruption related offences, economic crime and other related violations. (Second review) - Outline of issues addressed be presented to other working groups; - Preparation of First Draft for Amendments to the CC and CPC	MOJ MOJ Working Group NGO Working Group ACU	Project Manager 2 CoE Experts
11/2003 17/11/2003 19/11/2003 24/11/2003	3 Regions in Albania	3 Regional Workshops (in three main regions) on designed systems of cooperation and exchange of information among local, regional and central levels of the government by Contact Points - Pogradec (Mid- Region) : Elbasan, Korca, Devoll, Librazhd, Pogradec; - Tirana (North region) : Tirana, Shkoder, Kukes, Lezha Durres, Miredita, Peshkopi, - Vlora (South Region) : Gjirokaster, Saranda, Tepelene, Fier, Lushnje, Berat	ACMG, ACU, Local and Regional Government ACAC	Project Manager 2 National Consultants
11/2003 19-21 Nov.	Tirana.	Project Evaluation CoE to submit Progress Report	ACMG, ACU and Minister of State Other org's	Project Manager Programme Manager 2 Evaluators Sida
15-16/12/2003	Tirana	Workshop VI: Roundtable Discussion on Criminal and Criminal Procedure Law Reform Council of Europe to provide final specific recommendations and drafting of provisions with reference to necessary amendments of CC and CPC on corruption related offences, economic crime and other related violations (Third review) Two packages of Draft Laws introduced to the Parliament for adoption. Draft laws are still in Parliament	Chairman of the ACMG& Codification Dept. at MOJ Working Group Members, (6 Local Experts)	Project Manager 2 CoE Experts
11-12/2003	Sxb	CoE and ACU initiate additional studies: - Workshop on Conflict of Interests	ACU 2 Working	Project manager 2 CoE Experts

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	Tirana	<ul style="list-style-type: none"> - Expert opinion on Funding of Political Parties - Feasibility Study on E-government portal 	Groups ACMG, MOJ, DAP	1 National DIT Consultant
12/03-02/04	Sxb Tirana	CoE and ACU: <ul style="list-style-type: none"> - review and update the Manual of Operations for the ACMG and ACU; - ACMG to endorse the updated version of the Manual of Operations (still pending); - publish the Manual of Operations (still pending). 	ACU staff ACMG	Project Manager
16/02/2004	Sxb Tirana Tirana	Workshop VII: Round Table Discussion on the “Necessary legislative reform approaches on Conflict of Interests” CoE and ACU: <ul style="list-style-type: none"> - Introducing the expert opinion and the draft paper prepared by ACU - Discussion on the legal framework - Discussion on the necessity of drafting a special law on Col. Policy Decision on whether a new law should be drafted is still pending	ACU ACAC Relevant Ministries and	Project Manager 1 Joint expert of CoE and OECD/SIGMA.
17/022004	Sxb Tirana Tirana	Workshop VII: Round Table Discussion on the “Necessary legislative reform approaches on Political Parties and Electoral Campaign Funding” <ul style="list-style-type: none"> - CoE Written Expert Opinion on the Draft - Introducing and discussion of the necessary changes within the legal framework and the increase of transparency - Technical discussions with lawyers and experts with respect to the legal gaps and areas for improving the law - Propose legislative reform “Paper non Paper” Policy Decision on whether a legislative reform amending the existing law should be initiated is still pending	ACU Inspectorate of Declaration of Assets Reps from political parties ACAC	Project Manager 1 CoE Expert
February 2004	End of Project Implementation Term <ul style="list-style-type: none"> - Final Project Reporting to Sida (March 2004) - Final Financial Report to Sida (June 2004) 			

3.2 STRUCTURE OF ANTI-CORRUPTION BODIES IN ALBANIA



4 NARRATIVE LIST OF ACTIVITIES

The PACO Albania 2 project started with a series of activities involving members of the ACMG Board, the office of the Anti-corruption Unit, the office of the Minister of State to the Prime Minister, and the Office of the Prosecutor General of Albania:

- Information Dissemination: Distribution of the publication of the Action Plan for the Prevention and Fight Against Corruption (2002-2003);
- Preparation of the PACO Albania 2 project workplan for 2002/2003 (with subsequent approval by the Board);
- Preparation of the Anti-corruption Unit workplan (for September 2002 - May 2003)²;
- Review and adoption of improved legal basis for the Anti-corruption Monitoring Group (new Prime Minister's Order);
- Preparation and compilation of updated information on Anti-Corruption Task Charts for specific institutions;
- Initiation of the Triangle Commission Initiative;
- Initiation of the Ad hoc Micro-system Study on "Identification of corruption possibilities and practices when combating trafficking No. 2/2002
- Initiation of Procedures and Guidelines for Micro-system[s] Study No. 3/2002
- Presentation and discussion at the ACMG Board meeting of the Micro-system[s] Study report No. 3/2002;
- Implementation of the initial guidelines and recommendations for streamlining the Licensing System in the central administration institutions;
- Conducting the first six-month Macro-system Report on "Inventory of Achievements" based on the Action Plan for the Prevention and Fight Against Corruption (July 2002-December 2002);
- Review and evaluation of the Task Charts for each institution on anti-corruption measures;
- Initiation of the study on the first government portal system with respect to public services and their transparent procedures;
- Providing assistance, information dissemination and feedback during the GRECO evaluation and reporting process;
- Providing assistance, information dissemination and feedback during each EU negotiation (examination) session with respect to institutional measures against corruption;
- Participating in three public open meetings with ACAC to initiate and devise a public education and support strategy toward the implementation of Action Plan for the Prevention and Fight Against Corruption (Tirana and Gjirokastra);
- Initiating the "Pilot Project Activity" with the office of the Prosecutor General of Albania on "Case Management and Information Tracking aimed at preventing corruption within the prosecutorial services in Albania";
- Initiation of the legal reform process and discussion of potential legislative amendments in order to enhance the coherence of the Action Plan for the Prevention and Fight Against Corruption y and international commitments;
- Providing of assistance, expertise opinion, information dissemination and feedback with respect to Draft law on "Rules of ethics for Public Administration";
- Expert round table discussions on the draft law on "Rules of ethics for Public Administration" in cooperation with OECD/PUMA;
- Training of Contact Points on the basis of the Task Charts – Saranda;
- Review of indicators of success for the new Action Plan for the Prevention and Fight Against Corruption 2003-2004;
- Technical Advice and assistance to the Anti-corruption Unit in reviewing and re-drafting the new structure of the Action Plan for the Prevention and Fight Against Corruption 2003-2004 and the final assessment of Inventory of Achievements for 2002-2003 based on the matrix and indicators of success;

² The workplan of the Anti-corruption Unit is being updated considering *ad hoc* issues, which come across while implementing the projects and carrying out other office functions.

- Organisation and technical support of the “Third Conference on the Prevention and the Fight Against Corruption”;
- Anti-corruption Unit prepares and submits to the Board an *Ad Hoc* Report on the disciplinary measures and criminal reporting from the central administration institutions during 2002-2003;
- CLR-RTD 1 – First review and assessment to the existing criminal and criminal procedure law of Albania aiming at providing recommendations to corruption related and economic crime offences, as well as issues related to criminal proceedings;
- ACU and ACAC create the platform to develop the outreach strategy at local and regional levels to strengthen the involvement of local and regional authorities in the Action Plan for the Prevention and Fight Against Corruption;
- CLR-RTD 2 – Second review and assessment to the existing criminal and criminal procedure law of Albania aiming at providing recommendations to corruption related and economic crime offences, as well as issues related to criminal proceedings (special investigative means);
- CLR-RTD 3 – Final Recommendations to the necessary amendments on CC and CPC with relevance corruption and economic crime offences, as well as issues related to criminal proceedings (special investigative means);
- ACU, COE, and ACAC organise three Regional Workshops with local and regional government authorities (Tirana, Vlora, Prgradec) to introduce platforms and anti-corruption strategies and systems of cooperation and exchange of information among local, regional and central levels of the government by Contact Points;
- Round Table Discussion on the “Necessary legislative reform approaches on Conflict of Interests”
- Round Table Discussion on the “Necessary legislative reform approaches on Political Parties and Electoral Campaign Funding”
- Update and Review of the Manual of Operations for ACU and ACMG.

Project activities of PACO Albania 2 are been carried out in order to achieve the outputs agreed upon between the Albanian authorities, the donor organisation (Sida) and the Council of Europe. While the outputs are maintained, specific activities have been designed in a flexible manner to take into account emerging needs resulting from new policy developments and commitments made by the Albanian government. The above workplan reflects chronologically all implemented activities through all the project implementation period (August 2002-February 2004).

5 PROJECT IMPLEMENTATION: ACTIVITES AND OUTPUTS

5.1 REPORTING (OUTPUTS 1 & 2 & 3)

In accordance with the Prime Minster Order No. 225 and the Manual of Operation for the Anti-corruption Unit three kinds of reporting are foreseen and expected to be submitted by the Office of the Anti-corruption Unit:

- **Macro-system Reports:** these reports provide updates and monitoring of achievements/results in accordance with the matrix of the action plan and priorities of national strategy. The Inventory of Achievements comprises the results of these reports;
- **Micro-system Study Reports:** these are specific studies on existing systems and mechanisms in central or non-central institutions aimed at preventing corruption and recommending new tools to fight the phenomena through improvements in the system[s]; and
- **Ad Hoc Reports:** these are the reports that are promptly prepared in response to a request of the ACMG Board or other high authorities (i.e., Prime Minister, Minster of State, Prosecutor General, etc.) on certain existing systems, or institutional policies or other issues concerning actions related to the prevention and fight against corruption.

5.1.1 Three Macro-system Reports (December 2002, June 2003 and December 2003)

Re: Action Plan “*Task Charts*” every six-months

In order to start analyses and the monitoring process regarding the implementation of the Action Plan for the Prevention and Fight Against Corruption (2002-2003), the ACMG/ ACU developed specific *Task Charts* for each of the institutions (that is for each agency or ministry) involved in the implementation of the action plan. The specific *Task Charts* defines the detailed actions that each institution is required to undertake, their respective deadlines, risk analyses and indicators of success. In addition to these issues the *Task Charts* include sections on the *Status of Situation* and/or *Issues of Concern* in order to address any progress or concern noted during the monitoring and reporting as performed by the office of Anti-corruption Unit and/or the respective institutional Contact Points.

The anti-corruption *Task Charts* allow then the drawing of an *Inventory of Achievements Chart* scheduled for review and assessment for December 2002, June 2003, and December 2003. Following questionnaires and exchange of information with Contact Points, the Office of the Anti-corruption Unit compiles a provisional table with an *Inventory of Achievements*. As in the past, during the monitoring of the 2002-2003 Action Plan, the *Inventory of Achievements* is then discussed and finalised at the ACMG board meetings, where each institution (represented by the Contact Points or Board Members) has to report task accomplishments while explaining delays and shortcomings in the implementation of anti-corruption measures.

The report (August 2002 – July 2003) on the *Inventory of Achievements* for the Government's Action Plan for the Prevention and Fight against Corruption 2002–2003 is the Second Macro-system Report. This report updated the information of the first Macro-system Report for the period of July - December 2002. Both reports were prepared and monitored by the Office of the Anti-corruption Unit in accordance with the Action Plan for the Prevention and Fight Against Corruption.

In the end of December, 2003 the Anti-corruption Unit prepared its Third Macro-system Report based on the *Task Chart* for the second part of 2003.

(Annex 1)

5.1.2 Micro-system Study No. 2/2002

Re: Identification of corruption possibilities and practices when combating trafficking in human beings

On the request of the office of the Prime Minister, followed up by an initiative of the Office of the Minister of State and the Anti-corruption Unit, a new Micro-system Study was initiated with respect to the identification of corruption possibilities and practices when combating trafficking of stolen vehicles, in human beings and narcotics. The office of the Anti-corruption Unit carried out this Micro-system Study independently in order to review activities and procedures that were applied mainly by the Ministry of Public Order and some other line Ministries. In October 2002, a report with recommendations for improving the system and preventing corruption possibilities within those institutions that handle the fight against trafficking and confiscation of crime proceeds was presented by the office of the Anti-corruption Unit to the ACMG and the Office of the Minister of State near the Prime Minister.

Following the Micro-system Study Report No 2/2002 (recommendations included), action plans from all those relevant institutions were presented to the Minister of State, and subsequently endorsed by the Prime Minister of Albania through Order No. 291, dated 28 October 2002.

5.1.3 Micro-system[s] Study No. 3/2002

Re: Public Services Provided by the Central Administration Institutions

In line with the Action Plan on Prevention and Fight Against Corruption (06/2002-06/2003), the office of ACU and ACMG launched a study of micro-systems related to public services provided by the institutions of the central administration. The purposes of this study were the following:

- to present the procedures (practice and legal framework), the types, the competent bodies (divisions/directories/ministries) and the methodology for the delivery of public services by such institutions. These services include: licenses/authorisations/permissions/certificates/ verifications / standardization letters, issued by different agencies of the central administration;
- to identify the gaps and the shortcomings in the existing system likely to encourage delays or violations of administrative procedures or opportunities for corrupt practices during the process of providing these public services; and
- to propose the most simple and effective (through an institutional reform/new systems) way for the identification of the officials, prevention of such practices and the sanctioning of any violation of legal procedural and administrative provisions.

The comprehensive report thus elaborated was submitted and then considered in mid-December 2002 to the ACMG Board and Inter-Ministerial Committee for approval and endorsement.

Following its endorsement and in accordance with the workplan of the study, a second phase was dedicated to prepare more specific and detailed recommendations fostering new systems that were being proposed. Considerable time and attention was given to this current Micro-systems Study Report and its recommendations, since it not only covered one system or one institution, but the entire set of institutions of the public administration involved in providing public services. Therefore, the months of December 2002 and January 2003 were dedicated to allow each institution (as a part of the central public administration) to review the following documents: recommendations, guidelines on how to conduct streamlining of public services, and explanatory note on how the system should or could be improved. Those materials were prepared by the expert of Council of Europe involved in this study from the beginning, while their implementation and the submission to each institution were entirely led and organised by the office of the Minister of State and the Anti-corruption Unit.

The streamlining process was then supported further through an evaluation workshop from 18 – 20 March 2003. The workshop brought together some 25 – 30 representatives of all institutions (handling the streamlining process) who had the opportunity to review and ask technical questions with respect to the application of the new system prior to its initiation. As expected, such delicate and important reform was likely to take more time than a normal administrative reform. An *Advisory Paper* providing instructions for the steps to be taken and guidelines for initiating the reform was submitted to the ACMG and ACU through the Council of Europe. The *Advisory Paper* underwent several discussions in different institutions.

Finally, in early October 2003, the ACMG Board reviewed and supported in principle the first draft of a Council of Ministers Decision concerning this reform. The Council of Ministers Decision instructs the initiation of the reform on the simplification and streamlining the licensing and public services provided by the central administration institutions, aimed at reducing delays and opportunities for corruption. The final draft of the Decision and its instructions were discussed and reviewed twice: in December 2003 and February 2004.

Finally, a signed Decision of Council of Ministers orders now "The establishment of the Inter-Ministerial working group for the simplification and standardisation of the procedures and criteria for

the public services offered by the central administration institutions”, (DCM) No. 73, dated 15 March 2004.

The implementation of this newly started reform of the public administration institutions would require at least 2-3 years specialised and coordinated work among all institutions involved as foreseen by the Decision of the Council of Ministers. Also, in addition all implementing steps of this reform would require special donor funding and specialised technical assistance/expertise from other countries or organisations.

(Annex 3)

[Note: It should be noted that from the amount of work, resources and time this study cannot be considered as a mere micro-system study but as study of several micro-systems as it covers services/systems/ provided by 27 institutions]

5.1.4 Ad Hoc Report No. 2/2003

Re: Disciplinary Measures against violations and offences related to ethics, corruption and economic crime in the public administration institutions during 2002 – 2003

In July 2003, the Anti-corruption Unit initiated an *Ad Hoc* study on “Disciplinary Measures against violations and offences related to ethics, corruption and economic crime in the public administration institutions” covering the period of 2002-2003.

The final *Ad Hoc* report was issued along with recommendations in end of August 2003. It should be noted that the Anti-corruption Unit directed this study all by itself with and cooperated with 17 institutions and their Contact Points.

(Annex 4)

5.2 INCREASE OF ACMG AND ANTI-CORRUPTION UNIT CAPACITIES (OUTPUT 1 & 2 & 3 & 4)

ACMG capacities and membership have expanded as reflected in the revised Order of the Prime Minister No. 225, dated 23.09.2002³, and activities carried out during the project period.

5.2.1 Increase of ACMG Board Capacities

According to the revised Order of the Prime Minister No. 225, dated 23.09.2002, the ACMG Board has been meeting every two month to discuss several issues with respect to the measures being taken or that ought to be taken in order to implement the national plan according to its deadlines and expected results.

The ACMG consist of a Monitoring Board and of the Anti-corruption Unit. The Board is under the authority of the Minister of State to the Prime Minister’s office. The Board through the Minister of State near the Prime Minister reports to the Inter-ministerial Anti-corruption Committee.

The Board has 17 full members, and other invited representatives from independent institutions and civil society. The Members of the Monitoring Board are the representatives of the following institutions:

- | | | |
|---|---|--------|
| - | director of the Anti-corruption Unit | member |
| - | director of the Department of the Public Administration,
in the Council of Ministers | member |

³ See, Order of Prime Minister No. 238, dated 13.11.2000, as amended by Order No. 39, dated 11.04.2001, and Prime Minister Order No. 225, dated 23.09.2002.

Implementation of the national anti-corruption plan

-	director of the Codification Department, in the Ministry of Justice	member
-	director of the Department of Judicial Inspection in the Ministry of Justice	member
-	director of the Department of Legal Affairs, in the Ministry of Finance	member
-	director of the Department of Economic and Financial Auditing, in the Ministry of Public Order	member
-	director of the Department of Legal Affairs, in the Ministry of Economy	member
-	director of the Department of Legal Affairs, in the Ministry of Health	member
-	director of the Department of Legal Affairs, in the Ministry of Local Government and Decentralization	member
-	director of the Department of Legal Affairs, in the Ministry of Territory Regulation and Tourism	member
-	director of the Public Procurement Agency	member

At the meetings of the Monitoring Board, members or representatives from the following institutions are invited to participate:

Parliament;
Office of the Attorney General;
People's Advocate – Ombudsman;
State Audit Institution;
Inspectorate of the High Council of Justice;
Albanian Coalition Against the Corruption; and
The Association of Businessmen of Albania

The Board elects its chairman from among its members, and (if determined so) holds its meetings open to representatives from civil society and other international institutions. According to the changes made by the amended Prime Minister Order, it is provided that the Board Meetings shall meet in closed sessions only in special cases. During the period of 2002-2003, the ACMG board has been holding its meetings in the following workplan calendar dates

13 August 2002
12 November 2002
12 December 2002
11 March 2003
18 June 2003
27 June 2003
18 July 2003
2 October 2003
29 December 2003
7 January 2004

During the period of project implementation, especially in 2003, the ACMG Board has been dealing and handling issues related to a very specific nature and also reviewing a lot of technical materials/papers as prepared by the Anti-corruption Unit. In addition to the tasks carried out within and under the authority of the ACMG Board (i.e., Task Charts, Micro-system Studies, Macro-system Studies, endorsement of six month reports, and conducting Inventory of Achievements), the Board members themselves have been involved in additional activities such as:

- drafting of contributions to the 2003 - 2004 Matrix;
- contributing/negotiating in and with the European Commission Task Force (CTF) negotiations, with relevance to anti-corruption measures and economic crime;
- taking part in small working groups for drafting Council of Ministers Decision in Licensing;
- representing and supporting CoE technical assistance missions to other institutions (i.e., Office of Prosecutor General, Department of Public Administration); and
- participating and coordinating the working groups that are established to draft the legislative amendments to the criminal and criminal procedure codes;

- participating as co-organisers and representing the ACMG in regional *foras*.

The above activities have come as a natural merge of general duties and tasks of the ACMG members and its Anti-corruption Unit with *ad hoc* requirements/needs related to the overall process of reform in the public administration.

(Annex 5)

5.2.2 Increase of Anti-corruption Unit Capacities

The Prime Minister Order No. 238, dated 13.11.2000 establishes and provides the legal framework for creation of the Office of the Anti-corruption Unit. Thus at the end of March 2001, the newly established office of Anti-corruption Unit started to function with its limited resources and capacities. At that initial time there were only three staff members under short contract terms and the recruitment of additional personnel was delayed due to the shortage of interested candidates. Since then, the Anti-corruption Unit has now six staff members (inspectors employed as civil servants) and as previously foreseen for the respective areas: economics; legal and judicial; public administration; media and public information; and public order.

The responsibilities of the Anti-corruption Unit now include the following tasks/duties:

- As the executive secretariat of the ACMG Board, serves as the organiser and the technical support office for the annual Conference in the Fight Against Corruption;
- Serves as the secretariat for all ACMG board meetings
- Prepares, and presents all specific reports, namely: Macro-system Reports, Micro-system Reports, and *Ad Hoc* reports;
- Through its Task Charts Collects and processes the institutional data on the progress of the Anti-corruption Plan[s], by classifying and assessing the achieved results and their impact;
- Proposes strategic, technical, and operational amendments to the anti-corruption plan;
- Coordinates the process of implementation, reporting and monitoring of the anti-corruption plan[s] among all institutions of the central administration, and those independent agencies, as well as between the government and the civil society and media;
- Organizes, initiates, and coordinates activities of preventive, educational and public awareness nature in support of the fight against corruption;
- Proposes measures to increase the transparency in public administration and other central institutions;
- Collects information and cooperates on specific activities or system studies whenever is necessary with all institutional Contact Points;
- Organises outreach activities in cooperation with local and regional authorities aiming at setting up anti-corruption local strategies in coordination with central anti-corruption strategy;
- Formulates the technical questionnaires and the forms to be used in the preparation of the Reports on the implementation of the Anti-corruption plan by the public institutions and the independent institutions;
- Provides technical expertise and opinions with respect to the relevant legislative reforms in the fight against corruption;
- When necessary and in coordination with ACMG Board and the Office of Minister of State near Prime Minister it represents the ACMG as the specialised anti-corruption institution in all international, European and regional anti-corruption mechanisms and instruments; and
- Representatives from the Anti-corruption Unit as well as from the ACMG Board participate now in the European Commission Task Force negotiations' meetings in the framework of the Stabilisation and Association Process (SAP).

5.2.3 Strengthen Framework of Institutional Contact Points (ICP)

In accordance with the Manual of Operation and the Prime Minister Order No. 238/2000, the Institutional Contact Points are civil employees representing central public and independent

institutions, who supply information and elaborate further any recommendation on anti-corruption systems and the implementation of the anti-corruption measures within their institution.

The selection and nomination of Institutional Contact Points is a process that is undertaken by each superior authority of all relevant institutions. The Institutional Contact Points are sometime more than one person, depending on the tasks and institution they represent. The first Institutional Contact Points were selected and nominated in early April 2002. By then, the Anti-corruption Unit has now created a network and data base of some 25 Institutional Contact Points.

During the implementation of the project the Institutional Contact Points have been carrying the tasks and the functions as listed below:

- serving as liaison of information and technical discussion between ACMG and their institutions;
- compile and analyse all relevant information and reporting as required by ACMG and Anti-corruption Unit (i.e., Micro-system studies; *Ad hoc* reports);
- provide advise and propose solutions with respect to any related system study or improvement of the anti-corruption plan, specific anti-corruption measures;
- coordinate the gathering and drafting of all necessary information for the respective institutional task charts which are then presented into a Macro-System report in a format of Inventory of Achievements every 3-6 months;
- attend and discuss issues of concern in ACMG board meetings.

(Annex 6)

5.2.4 Training on Improving the Anti-corruption Plan and its Monitoring

On 10-11 May 2003, a training workshop organised by the PACO Albania 2 Project took place in Saranda, Albania. The purpose was to provide guidelines, tools and a methodology for the implementation and monitoring of the Albanian anti-corruption plan. The discussion and the analysis of all participants and experts were focussed on the following issues:

- New guidelines of monitoring, evaluation and measuring the implementation of the Action Plan for the Prevention and Fight Against Corruption (2002-2003);
- Best practices and ways to evidence progress on fighting corruption: use of better indicators of success;
- Revision of the current structure and elements of the Action Plan for the Prevention and Fight Against Corruption (2002-2003);
- Guidelines on the re-classification of the Anti-corruption Measures as specific anti-corruption and good governance measures.

The training was attended by 42 participants, including members of the Anti-corruption Unit, members of the Board of the Anti-corruption Monitoring Group, office of Minister of State near the Prime Minister, and several contact points from the main institutions involved in the implementation of the anti-corruption plan. Also, there were five members of the Kosovo Anti-corruption Working group who were invited as guest participants in this training in order to share and discuss common experience and issues of concern.

As a result of the training and working group sessions, participants agreed to initiate a revision of the structure of the Anti-corruption Plan. The results are now reflected in the current structure of Anti-corruption plan for 2003-2004 as approved by the Third Annual Conference for the fight against corruption in early July 2003.

In addition participants in the workshop agreed that the future processes of updating the contents of the Action Plan for the Prevention and Fight Against Corruption should be always focused on the following issues:

- Revised Structure and Classification of the Action Plan Matrix;
- Establishment of better Indicators of Performance (Indicators of Success with respect to anti-corruption measures);
- Improve and increase public participation involvement; and
- Improve and reflect any change in the ACMG Manual of Operations.

(Annex 7)

5.3 IMPROVING ACTION PLAN FOR THE PREVENTION AND FIGHT AGAINST CORRUPTION (OUTPUT 1 & 2 & 3 & 4)

5.3.1 Workplan Calendar for 2002-2003

A workplan calendar has been elaborated and agreed upon by the office of Minister of State, the Anti-Corruption Monitoring Group (ACMG) Board, and Anti-corruption Unit (ACU). However, due to certain circumstances and further policy developments, flexibility was required to allow for changes and additions in order to take into account emerging priorities.

Since the end of August 2002, the Anti-corruption Unit has been operating under six month workplans (covering the periods September 2002 to May 2003, May 2003 to October 2003), and October 2003 to March 2004 specifying targets and activities. Not all of these activities have been necessarily assisted through PACO Albania 2 project. The recent six-month[s] ACU workplan[s] reflects a broadened scope of work and more responsibilities that the ACMG and ACU have assumed since their establishment.

(Annex 8)

5.3.2 New Prime Minister Order on the ACMG' Structure

Following specific recommendations by the Second National (Annual) Conference for the Fight Against Corruption (July 2002), a working group to review the existing ACMG legal basis met during August and September 2002. As a result of this review and additional proposals received from the Albanian Coalition Against Corruption, a new Prime Minister Order was issued, abolishing the previous ones. The Prime Minister Order on "The Re-Organisation and Functioning of the Anti-Corruption Monitoring Group", No. 225, Dated 23.09.2002, addresses and improves the following issues:

- Extended membership of the ACMG Board (new members from the Civil Society and Business Community);
- Extended list of invited members from other bodies (Parliament);
- Appointment of higher officials as members at the ACMG Board; and
- Improvement of procedures on information exchange and assistance with other institutions, including civil society.

(Annex 9)

5.3.3 Action Plan for the Prevention and Fight Against Corruption 2002-2003

Following the publication of the Action Plan for the Prevention and Fight Against Corruption (July 2002), the office of the Minister of State and the Anti-corruption Monitoring Group and its Anti-corruption Unit undertook several initiatives to disseminate information contained in this Action Plan with particular emphasis on strengthening coordination with civil society.

Three major activities aimed at enhancing co-operation on the implementation of the Action Plan were organised by the office of Minister of State and the ACMG in cooperation with the Albanian Coalition Against Corruption (Gjirokaster), the Union of Syndicates for Education (Tirana) and the Unions Syndicate Federation (Tirana).

(Annex 10)

5.3.4 Third Annual Conference for the Prevention and Fight against Corruption

On 3 and 4 July 2003 the Third Annual Conference in the Fights Against Corruption took place in Tirana, Albania. The Conference was opened by (at that time) Minister of State to the Prime Minister, Mr. Blendi Klosi and then addressed by Minister of Finance Mr. Kastriot Islami and Minister of Justice Mr. Spiro Peci. More than one hundred participants representing State bodies, civil society institutions and the international community reviewed progress made under the 2002-2003 action plan and elaborated measures for the 2003/2004 action plan.

The works of conference included:

- technical drafting sessions aimed at improving the content of the existing action plan;
- open discussions with respect to additional measures that need to be taken in order to prevent and fight corruption;
- co-ordination sessions on potential and additional technical assistance in order to enhance cooperation and international support in the implementation of specific tasks actions under the new anti-corruption plan.

It should be noted that for the first time, mayors from Vlora, Durres, Gjirokastra attended the conference.

(Annex 11)

5.3.5 Updated Action Plan for the Prevention and Fight Against Corruption for 2003-2004

Following the conclusions and the proposed drafts of the Action Plan for the Prevention and Fight Against Corruption (as endorsed by the Third Annual Conference), on 21 August 2003 the Council of Ministers issued the decision on "The approval of the Action Plan for the Prevention and fight Against corruption 2003-2004". This document is now the official Action Plan for 2003-2004--on basis of which--each responsible institution carries out its work.

(Annex 12)

5.3.6 Publication of Action Plan for the Prevention and Fight Against Corruption 2003-2004

As foreseen in the workplan of PACO Albania 2 Project the Action Plan for the Prevention and Fight Against Corruption 2003-2004 was published and its dissemination has started since November 2004 in a booklet format (in end November 2003). The Anti-corruption Unit and the ACMG are now the institutions in charge to ensure a wide institutional distribution in central, regional and local administration agencies as well as for the public. The Action Plan for the Prevention and Fight Against Corruption has been published in 1000 copies (in English and Albanian), and will be used as the only official working document for all involved institutions when implementing the Task Chart and reporting on progress made.

5.4 LEGISLATIVE ASSESSMENT AND REFORM (OUTPUT 1)

5.4.1 Law on "Rules of Ethics for Public Administration"

Following a request from the Department of Public Administration and the agreement between PACO Albania 2 Project, the CoE/Public Law Department, and the OECD/SIGMA, technical assistance and support was provided on the discussion and assessment of the draft law on "Rules of Ethics for Public Administration".

Two activities took place in support of the legislative assessment of this draft law, and more specifically during the month of March and April 2003. The Department of Public Administration is the institution which received directly the following technical assistance and support:

- Written Expert opinion on the Draft law on “Rules of Ethics for Public Administration”;
- A Round Table Discussion among legal experts and CoE and OECD experts; and
- A series of meetings and interviews aimed at facilitating a policy and technical dialogue between the main stakeholders in Albania, prior to the parliamentary commission hearings.

Following these two activities, the draft law was submitted to the Parliament with some changes, and in early September 2003 the parliament passed the law.

(Annex 13)

5.4.2 Reform of Criminal and Criminal Procedure Code'

In line with the workplan, another joint activity with the Codification Directorate at the Ministry of Justice and the Anti-corruption Monitoring Group, took place during July and December 2003.

A working group established by the Ministry of Justice was tasked to conduct an assessment and review of the existing criminal code and criminal procedure code provisions in order to suggest amendments in relation to corruption and economic crime offences. Since its establishment the working group has been assigned to perform the following:

- analysing, and evaluating the current Criminal Code, and Criminal Procedure Code provisions against all relevant anti-corruption measures;
- identifying all the legal gaps that may exist in the current set of laws;
- providing opinions with specific recommendations for the following pieces of legislation: Criminal Law, Criminal Procedure Law;
- utilisation, inclusion and adoption in the proposed changes of the necessary clauses and safeguards as set by international instruments and mechanisms to which Albania has adhered to;
- consider and propose measures in the form of legislative proposals for the amended legal framework in compliance with the Action Plan for the Prevention and Fight Against Corruption (2002-2003 and 2003-2004), and in full cooperation and coordination with another working group established by the civil society.

The activities/reviews of the working group are organised in three phases as follows:

Time/Place	Action	Participants/Responsible
10 –25 August 2003 Strasbourg	<i>Initial Review</i> of the relevant CC and CPC provisions by CoE Expert	PACO CoE Expert
3-4 Sept. 2003 MOJ Tirana	Workshop 1: <i>Feedback on Initial Review</i> by WG No. 1	WG No.1, PACO, MOJ Coordinator (A. Dvorani)
15-25 Sept. 2003 Strasbourg	<i>Second Review</i> done by Council of Europe Expert and Draft of Proposal on “ <i>legislative changes outline/structure</i> ”	CoE Expert, WG No. 1, PACO MOJ coordinator
9-10 October 2003 Tirana	Workshop 2: <i>Expert Round Table Discussion</i>	WG 1 and WG 2, CoE Experts, PACO
10-30 October 2003 MOJ Tirana	<i>Third Review and Draft of Proposed Package</i>	WG 1; MOJ coordinator
15-16 December 2003 Tirana	Workshop 3: <i>Finalisation of Proposed Changes</i>	WG 1 and COE Expert

As an outcome of this exercise the Ministry of Justice working group has now managed to prepare two document packages for proposing the necessary amendments in the Criminal Code and Criminal

Procedure Code. Those two packages have certainly taken into consideration the proposals and the input provided by the civil society' working group as well. Both draft packages are still pending for Law Commission review at the Parliament.

(Annex 14)

5.5 PILOT ACTIVITIES: LEGISLATION, POLICY REVIEWS AND STUDIES (OUTPUT 1 & 2 & 3)

Due to increased demands and open dialogue with different role players on issues such as fighting corruption within prosecutorial systems, increase public transparency and trust on justice system, conflict of interests and funding of political parties, the Anti-corruption Unit in cooperation with other relevant institutions has initiated some pilot activities. More specifically these activities involve policy issues and legislation reviews aimed at assessing their compatibility with the international and European standards. Thus these pilot activities have already and will involve (at some stage only) Council of Europe experts in the final reviews and recommendations that need to be drawn.

5.5.1 Memorandum of Understanding for establishing the Triangle Commission

During the months of August and September 2002, the Anti-corruption Unit launched a new initiative-the establishment of the Triangle Commission on the "Exchange of Information and Networking on Corruption Offences Allegations and related Criminal Proceedings". The Triangle Commission is composed of representatives from Office of Minister of State (represented by ACMG), the Office of the Prosecutor General (represented by the Organised and (economic) Crime Directorate, and the Albanian Coalition Against Corruption (represented by the Citizens Advocacy Office).

The Triangle Commission aims at ensuring that corruption allegations (which may come from different sources) are properly dealt with without any political interference. It is therefore a preventive measure aimed at enhancing the credibility of the judiciary. On a monthly basis the public will be informed in the form of a joint statement on the outcome of the meetings of the Triangle Commission. These statements will be widely circulated in the media.

The Memorandum of Understanding on the Triangle Commission's procedures was reviewed and commented by the three parties. The MOU was finalised in early December 2002 and was finally signed in July 2003. According to the MOU, the six members of the Triangle Committee were selected and then nominated during the month of September 2003.

Since its creation the Triangle Committee has been meeting twice: 21 October 2003 and 28 January 2004). The exchange of information, its amount and its nature as well as other additional documentation related to this process has been kept confidential for the purposes of its nature while their publication is under the authority of the office of the Anti-corruption Unit and two other member institutions of the Triangle Committee.

(Annex 15)

5.5.2 Improving Case Management and Information Tracking

By the request of the Prosecutor General of Albania in late December 2002, a Council of Europe mission took place in order to assess and assist on the improvement of case management and Information tracking aimed at preventing corruption within the prosecutorial system in Albania. The expected outputs of this project activity were as follows:

- to recommend a new system which would allow and provide information to the Office of the Prosecutor General to perform case tracking, monitoring, reporting and controlling mechanisms from each of the 29 District Prosecutors' Offices in Albania, by supporting and allowing an efficient and accurate final reporting and analysis of crime and case management in all instances of the prosecution services;

- to propose a system which deters from corrupted and unprofessional conduct through a prompt and regular reporting method on each case to be submitted by individual prosecutors directly to the Office of the Prosecutor General;
- to provide technical advice on the methodology of gathering, receiving, classifying and analysing information about cases through case management and tracking provided by the office of the prosecutor of each instance, and the Judicial Police. This may include, in the future, a methodology involving computer tracking and analysis of case reports submitted to the Office of the Prosecutor General by electronic means.⁴

The aim of the mission thus went beyond recommending a system providing data to the Office of the Prosecutor General, but to enhance accountability within the prosecution service in general and to prevent corruption and unprofessional conduct, in that the system would provide the Prosecutor General with the basic information needed to monitor the work of other prosecutors. Local prosecutors in turn would be deterred from manipulating case information if the basic information has already been recorded in a centralised office. In this way they are expected to be less prone to asking for or receiving bribes since the case could be scrutinised by the Office of the Prosecutor General and his Directorates.

All these targets would be covered by the proposed system of four reporting sheets to be filled at different stages of criminal proceedings and immediately reported to the office of the Prosecutor General of Albania.

A report with proposals (recommendations) was submitted to the Prosecutor General of Albania in March 2003. In response to these recommendations the Office of the Prosecutor General provided a supportive answer as well as a request to initiate the launching of this new system reform immediately. It was agreed that technical assistance, training and many basic equipment would be needed for a period of 14 months in order initiate and implement fully the given recommendations, as a pilot project activity within the framework of the PACO programme. Unfortunately the current PACO Albania 2 Project cannot enfold all expenses and resources necessary of its implementation, therefore the project proposal for "Improving Case Management and Information Tracking Aimed at Preventing Corruption within the Prosecutorial System of Albania" is still on pipeline seeking funds.

(Annex 16)

5.5.3 Conflict of Interest

The issue whether or not to have a "Conflict of Interests law" in Albania has been disputed for a long time not only by the Albanian authorities, but also from different international organisations and technical assistance providers. However, during the 3rd Annual Conference for Prevention and the fight against Corruption (July 2003), it was decided that a working group be established to compile and review the existing provisions in all separate pieces of legislation that contain relevant provisions (administrative and penal laws). The entire process is being coordinated by the office of Anti-corruption Unit and technically supported from the civil society and Council of Europe experts.

A joint review and assessment on the current legal framework was initiated by the Anti-corruption Unit in mid-December 2003 aimed at bringing together Albanian, CoE, OECD, EU, World Bank experts in order to conduct a thorough review and establish the necessary steps that ought to be taken in this regard.

The entire process was supported and coordinated through the support of PACO Albania 2 project and included the following specific steps:

⁴ The present computerized systems of reporting and case management is not possible due to regular losses in electricity in offices outside of Tirana.

December 2003	Joint Review and Assessment prepared by the Anti-corruption Unit and an <i>ad hoc</i> working group with representatives from other institutions;
January 2004	Seek and receive written expertise opinions from Council of Europe, World Bank, OECD, OSCE, and European Commission experts);
16 February 2004	Organise a Round Table Discussion with all main interlocutors involved in this exercise, which would recommend follow up actions for the next coming months.

Therefore a Round Table Discussion to address those issues was organised on 16 February 2004. This activity brought together about 25 participants. All discussions and issues raised have been summarised in a PACO Technical Paper for further consultations. Recommendations for the way ahead include in particular:

Current Addressed Issues

- ☐ There is a need to identify in coherence when handling Conflict of Interests issues:
 - concept and categorization;
 - subject (function and public officials);
 - implementing/ disciplinary/sanctions;
 - definitions/special procedures
 - unification of standards.
- ☐ There is a need to have an Existing mechanism/ Legal framework:
 - general (primary law)/codification;
 - administration;
 - independent institutions;
 - elected persons;
 - also, review and filling of existing special provisions.
- ☐ There is a need to have a special Authority/Responsible Structures:
 - to standardize and monitor;
 - to exercise control and sanctions;
 - to exercise/have unique authority on Col and Ethics in general;
 - to guarantee reporting/ identification of phenomena
- ☐ There is n evident need to make a unification and standardization of the Rules on Ethics (in general) with Conflict of Interests.

Proposed Strategy:

- ☐ Existing Legal framework need to be reformed either by:
 - separate law; or/and
 - codification of existing dispositions; or/and
 - codification and amendments/new of existing dispositions
- ☐ Considerations should be given to the process of Declaration of Interests/Assets:
 - impact that it can have/will get;
 - unification and coherence with Conflict of Interests and existing provisions.
- ☐ Implementation of the following pieces of legislation need to be in coherence with each other:
 - conflict of Interest;
 - declaration of Assets

As of end of February 2004 the Anti-corruption Unit has undertaken the duty to initiate and lead the establishment of an expert working group, which will be working on addressing the current issues under the proposed strategy in order to propose a new legislation package. The deadline for this activity under the workplan as provided by ACU has been set March-April 2004.

5.5.4 Law on funding of political parties and electoral campaigns

A specific law in Albania already regulates the legal framework on general policies and requirements regarding "Political Parties in Albania". However, there have been several issues of concern with respect to the fraud, non-deserved funds, or anonymous funding that may be subject of financing activities of political parties in Albania.

Within the light of the recent Recommendation Rec (2003) 4 of the Committee of Ministers to member states on "Common rules against corruption in the funding of political parties and electoral campaigns", the ACMG and the Anti-corruption Unit took the decision to establish another working group and review the existing legislation whether or not the existing law would need to address the rules as provided into the Rec(2003)4. With the initiative of the Anti-corruption Unit and the support of the PACO Albania 2 project, the unit itself initiated a legislation study on the current rules and the relevant legal framework that exist in Albania concerning the funding and establishment of political parties and their campaigns. As a result, a compilation of all relevant legislative provisions and some analysis as provided by the ACU were prepared and available for open discussion in January 2004.

A Council of Europe expert opinion on the study (hence the existing legal regulation of the funding of political parties) was provided to the ACU for further considerations and for use of its guidelines into the Round Table Discussion on this topic, which took place on 17 February 2004.

The Round Table Discussion brought together some 28 participants from different institutions including the Central Elections Commission, and other relevant governmental and non-governmental bodies. After thorough discussions and reviews made by all participants, the Round Table Discussion all participants agreed that the existing legal framework regulating the funding of political parties and their electoral campaigns need to be reviewed and amended.

Following the recommendations and discussions during the activity, participants agreed in the following list of issues that need to be addressed and considered while amending the current law:

- The increase of the legal limit of membership when registering a political party (5.000 members),
- The need for setting up legal conditions on donations aimed at avoiding conflicts of interest, and setting ceilings for donations, and restricting sources of donations such as prohibiting anonymous donations;
- Strengthening the control, monitoring and auditing of the financial activities carried out prior, during and after campaigns;
- Providing the definition of the appropriate legal mechanisms for controlling foreign donations,
- Providing access and individual freedom of information and also to the shareholders and trade unions persons,
- Prevention of donations to research institutions of the political parties,
- Setting up limitations for the expenditures of political parties/candidates during the electoral campaigns while defining the role of public assistance in the state functioning,

A report prepared by the Anti-corruption Unit on this activity is now available for consultation and review. With regard to this initiative, the Anti-corruption Unit has undertaken the duty to initiate and lead the establishment of an expert working group, which will be addressing the above issues in the form of a strategy aimed at improving the current legislation. The deadline for such an activity under the workplan as provided by ACU has been set March-June 2004.

5.5.5 E-Gov Portal Feasibility Study

Upon request from the office of Minister of State near the prime minister⁵ and the Anti-corruption Unit, a new project activity to conduct a feasibility study on E-Government Portal covering information on public services was initiated by the Anti-corruption Unit in April 2003.

The feasibility study was intended to:

- Identify and conduct analysis of available services and ICT used in government;
- Identify integration opportunities according to the “life event” and “business episodes” concept;
- Assess and present the capacities and the needs that would be required for the establishment of the integrated Government Portal;
- Review the possibilities of integration of appropriate E-Services;

Due to its technical IT nature, the feasibility study could only be carried out through a consultant company in Albania which have to be commissioned by the PACO Albania 2 project for the benefit of the Anti-corruption Unit and the office of the Minister of State near the prime minister. Following difficult negotiation, the said consulting company was commissioned by the PACO project in early October 2003. The agreement was that the feasibility study would be finalised and submitted by the end of December 2003 (or early January 2004) and then be presented to the ACMG board for its endorsement.

Following postponements requested by the company, in mid-January 2004 the consultant company notified the Council of Europe officially that they withdraw completely from this activity due to their incapability to finish this project.

The Anti-corruption Unit and the office of Minister of State were notified accordingly, and in turn informed the PACO project, that there was no need to seek for an alternative solution as it was not a priority anymore.

5.6 REGIONAL AND LOCAL FORA ON LOCAL AND REGIONAL AC STRATEGIES (OUTPUT 4)

In accordance with the working plan, three regional *fora* took place during the month of November involving this time local and regional government authorities. The local and regional authorities supported by the office of Anti-corruption Unit, and the Albanian Coalition Against Corruption (ACAC) were invited for the first time to discuss and develop ideas on possibilities of their own outreaching strategies and issues of preventing as well as fighting corruption. Issues such how to better ensure ACMG's cooperation with the local and regional level authorities and how to increase the awareness with relevance to the elements that are involved when fighting corruption within the local and regional level were part of the discussions and recommendations issued for the way forward:

Other additional issues that took place widely on these discussions were as follows:

- Status of Local Elected people;
- Control and Audit;
- Local Public Servants;
- Access to information and Transparency

The three *fora* were held subsequently in three regions and on following dates and venues:

17/11/2003	Pogradec—Mid-Region: Elbasan, Korca, Devoll, Librazhd, Pogradec
19/11/2003	Tirana—North region: Tirana, Shkoder, Kukes, Lezha Durres, Miredita, Peshkopi
24/11/2003	Vlora—South Region: Gjirokaster, Saranda, Tepelene, Fier, Lushnje, Berat

⁵ Since December 2003 a new Minister of State near the Prime Minister has been appointed namely Mr. Marko Bello as a replacement of the previous Minister of State near the Prime Minister Mr. Blendi Klosi.

During the three *fora*, a full participation of all local offices was received reaching the amount of 25-30 participants per each *fora*.

(Annex 18)

6 OBSERVATIONS/SUGGESTIONS

The project has been based on the assumption that the Government of Albania will continue to implement the Action Plan for the Prevention and Fight Against Corruption and to entrust responsibility for monitoring the implementation of the plan to the Anti-corruption Monitoring Group. In view of the experience of the PACO Albania 1 project (January 2001 to July 2002), and the PACO Albania 2 (August 2003 – October 2003) this has proven so far to be a realistic assumption.

While PACO Albania 1 established the foundations and prepared the ACMG as well as the Anti-corruption Unit to be vested with the due responsibilities and tasks, the PACO Albania 2 enhanced the process to a different level, that is, the actual implementation of anti-corruption action plan, with the ACMG having a crucial role in ensuring that the plan is updated, improved, in mobilising contributing institutions to implement their share of the plan and by monitoring progress made.

The past 16 months of project implementation show an expanded and more active participation of the ACMG and Anti-corruption Unit in core issues that are addressed by the Action Plans for the Prevention and Fight Against Corruption 2002-2003 and 2003-2004.

The amount of work and the responsibilities of the ACMG, the Anti-corruption Unit and the Office of the Minister of State seem to be expanding on a continuous basis. This is also due to the commitments made by the Albanian government within the framework of the recently opened negotiations for the Stabilisation and Association Agreement with the EU. This expansion of tasks and responsibilities is reflected in the current workplan.

In terms of infrastructure, the Anti-corruption Unit has at its disposal the office space needed for its current staff members. Recently, the office of the Minister of State and the Anti-corruption Unit had made extra efforts to secure additional office space. In light of these efforts two additional PC and two printers were purchased as additional equipments for the offices of the Anti-corruption Unit. Thus, the total number of provided computers/other e equipment through PACO 1 and PACO 2 to the ACU is 6 PC's, 2 laptops, 5 printers, 1 copy machine, one phone/fax machine, one scanner, and one CD writer. This has fully met the needs of the Anti-corruption Unit.

If compared with January 2001, it can be stated that the Anti-corruption Unit, the ACMG and the Action Plan for the Prevention and the Fight against Corruption, have become the pillars of an evolving process – establishing a new institutional and legal framework within the executive branch – in order to prevent and fight corruption in Albania.

The **ACMG** itself has increased its membership as well as its tasks. For a number of projects carried out under the action plan, several members of the ACMG have been involved directly and demonstrated readiness to assist and support several pilot activities under the action plan. More regular and professional level participation has been observed during the recent bi-monthly meetings of the ACMG. A feeling of ownership and responsibility is shown not only occasionally, but towards the entire process and tasks carried out by ACMG. For instance several members of ACMG have demonstrated more dynamism and willingness not only to report but also to debate and discuss openly issues of concern, including addressing questions of accountability of other institutions or draft proposals presented in the board.

The **Anti-corruption Unit** has now become fully operational. The staff have gone through some general and specific training (not only provided by PACO). The ACU now has a Director and 5

Inspectors covering public order, media, legal and judicial, public administration, and economic and finance issues. All the staff is now employed under the Law No. 8549, dated 11.11.1999, "On Status of Civil Servants". It should be noted that the visibility, the professional authority, and institutional and public awareness of ACMG and ACU have been enhanced when compared to 2-3 years ago. Lately the Anti-corruption Unit has started to demonstrate that it is now ready to discharge its responsibility and promote systems reforms, especially through its Micro-System Studies.

The **Action Plan** for Prevention and the fight against Corruption as a document with commitments and responsibilities based on indicators of success for each institution has been and still is a "living document". If compared with its first ever version of 1998, it no longer presents a compilation of general ideas of measures which could possibly contribute against corruption, but a plan containing realistic measures which are tangible and measurable such as: policy statement, annual inventory of achievements, annual priorities of government and its strategies, realistic risk assumption, indicators of success, rational deadlines. At the same time the Action Plan as a living document allows that analysis be performed by ACMG, ACU, and Contact Points through their measuring and monitoring tools: Task Charts and Macro-System reporting. In addition, the action plan itself addresses in general some issues that can be or have been already addressed by Micro-System Studies.

Positive points, which also require follow up, include:

- The findings of the GRECO evaluation of December 2002. The anti-corruption plans services as an indicator for the GRECO evaluation team. In turn, the recommendations by GRECO will inspire the work of the ACMG;
- Benefit oriented cooperation and pro-active relationship with the Albanian Coalition against Corruption based on transparent and deliberated planning of joint activities and supportive efforts;
- Inputs by the ACMG and the Anti-corruption Unit to the negotiations with the EU, and the fact that they are now the anti-corruption body which responds and participates in the European Commission Task Force negotiations (anti-corruption related issues) need to be strengthened and assured continuity;
- Full representation, responsibility, and cooperation in international arena when representing Albania through its EC, SPAI, GRECO, PACO networking, OCTOPUS, OECD, WB commitments and consultations in terms of prevention and fight against corruption. However it should be noted/warned that if uncoordinated involvements of the international community take place, then these inputs would only jeopardise any effort and result into legislative and institutional chaos;
- Innovative initiatives such as triangle committee, the recently initiated reform in the public service and licensing systems, conflict of interests provisional compilations, Feasibility Study on e-Gov, and case management for prosecution services indicate great steps, but need to be sustained and assured continuous funding and resources by the government. Any delay or contestation would have adverse effects with regard to the public perception of the anti-corruption mechanisms built so far in Albania;
- More active cooperation and joint activities with Trade Unions, syndicates, other sectors of civil society, and local and regional activities are presently the right step to be initiated now in order to keep the momentum;
- It is apparent that additional activities and requirements will need many resources and a lot of attention on a day-to-day basis from the Anti-corruption Unit staff. However in order to maintain the quality of work, certain limitations and clear priorities need to be established.

- In a new democratic society such as Albania the fact that Anti-corruption Unit is not an independent body, may raise concerns. However, the ACU neither has any quasi-judicial, nor investigative capacities. This does not exclude that the ACU **in the future be merged into an independent and larger body**. This option may be worth studying.
- ACMG in time may need to establish some 2 or 3 information or regional offices in the country in order expand the anti-corruption momentum to the regions.

In general, the experience of Albania in terms of designing and implementing comprehensive anti-corruption plans and in establishing institutional mechanisms to monitor progress made and ensure cooperation by all stakeholders, would also seem useful for other countries of South-eastern Europe.

A new project has been launched: PACO Impact "Implementation of Anti-corruption plans in South East Europe"– which will provide the type of support which the PACO Albania projects have given to Albania also to other countries of the region (see project document PACO-IMPACT). This regional project will at the same time ensure some follow up activities in Albania to sustain the process there over the coming three years.

7 PROJECT EVALUATION

The project evaluation for PACO Albania 2, took place in November 2003 in an earlier stage than planned (December 2003). The evaluation of the project, covered the following issues:

- Review of the Progress Report (August 2002-October 2003)
- Evaluation of the project design
- Assessment of project management
- Implementation of project activities
- Delivery of project outputs
- Achievement of the project objective
- Project impact
- Overall evaluation and recommendations.

The progress report dates 30 October 2003 and along with other reports prepared in the course of the project (see annexes) provided the evaluators with the necessary documentation concerning the implementation aspects of PACO Albania 2 project.

The evaluation of the project was carried out by two independent evaluators who were appointed by Sida (Mr. Hakan Oberg, Sweden) and by CoE (Mr. Bertrand de Speville).

During the evaluation, both evaluators had the opportunity to meet and discuss on all related issues with many beneficiaries of the project and its main interlocutors. Additional meetings were organised with representatives of international organisations, which have been partners with the Council of Europe during this project implementation. Also, the evaluators had the chance to participate and attend one of the local government *foras*, which took place in Tirana during the week of evaluation. The evaluation report has been submitted to the Council of Europe and Sida on 15 December 2003 and is now a part of annexes of this report.

7.1 OVERALL EVALUATION

According to the report, in sum, the results of this project have proved to be worthwhile. The project management team are to be commended for their planning, organising ability, energy, drive and determination. The cooperation with the Government, the ACMG Board and Unit, the ministerial and departmental representatives, and representatives of the independent agencies, civil society and

business has been effective. However, it is with concern that the evaluator appointed by Sida notes that the cooperation between the project management team and the Anti-corruption Unit including the Office of the Minister of State has deteriorated during the last half year and that Albanian authorities feel that the implementing organisation has not been able to respond to their needs. Without focusing further attention to this issue this evaluator is pleased to note that actions have been taken to restore the cooperation and fulfil the requests for assistance.

7.2 RECOMMENDATIONS ISSUED BY EVALUATORS

1. The Anti-corruption Plan should be further refined to include time limits for the completion of specific items, to show more clearly when items have been completed or delayed, and to prioritise the items specifically intended as anti-corruption (as opposed to good governance) measures.
2. The Anti-corruption Plan should increasingly include the examination of particular systems (called "micro-system studies" in Albania), especially those that deliver services to the public. For example, the general licensing guidelines (now existing as a draft for ministerial approval) provides the opportunity for micro-system studies of particular licensing systems and the application of those guidelines to those systems.
3. Technical assistance in the preparation of micro-system studies is needed. The importance of this form of prevention work justifies such assistance to ensure that the first examples of such studies are done efficiently and effectively. This technical assistance should be provided to both the Contact Points and the officers of the Anti-corruption Unit, since it is essential that the latter should be involved in this work.
4. Follow-up work on the code of conduct prepared for public officials should be undertaken. The work should focus on the adoption, promulgation, observance and enforcement of the code in different parts of the Administration. Promulgation should include informing the public of the contents of the code and the standards of conduct to be expected of public officials.
5. The management of the programme of work of the ACMG should be further improved. Meeting dates should be fixed for the whole year ahead. Notice of the meeting, the agenda and, where possible, accompanying papers should be sent out two weeks before the meeting. Brief minutes of the meeting should be circulated in draft after each meeting, showing the decisions taken and the responsibility for further action. Those draft minutes should be considered and approved at the following meeting.
6. The Manual of Operations of the Anti-corruption Unit should be brought up to date. (Remaining project activity of the Project PACO Albania 2).
7. It is important that the public should be informed about the ACMG. Its membership and the fact that it meets regularly should be more widely known. A simplified version of the Anti-corruption Plan for public information is recommended. The Board should consider the regular release of a press statement indicating the matters considered at its meetings.
8. The preparation of a strategy plan of public information and education, as foreseen in the Anti-corruption Plan, should be taken forward. Technical assistance in its preparation would be desirable. (Remaining project activity of the Project PACO Albania 2).
9. The development of an outreach strategy for the ACMG to ensure cooperation with institutions at local and regional level, including identification of contact points and design of a system to ensure cooperation between local, regional and central levels. (Remaining project activity of the Project PACO Albania 2).
10. The work of the Triangle Commission should progress carefully and steadily, with due regard to the sensitivity of the information.
11. The case management and information tracking system for the prosecution service should be further developed.
12. Any further assistance to the Albanian authorities in implementing the Anti-corruption Plan should concentrate on technical assistance on specific items of the Plan, in particular the micro-system studies that should increasingly be undertaken.

13. Technical assistance should be obtained in relation to further analysis of the issue of conflicts of interest.
14. Technical assistance should be obtained in relation to the legislation on immunities to help Albania meet the recommendations of GRECO.
15. Technical assistance should be obtained if the Albanian authorities want to pursue their request for assistance in relation to the funding of political parties and electoral candidates.
16. Technical assistance in the form of a feasibility study should be obtained if the Albanian authorities want to pursue their request for assistance in relation to e-government portal.

7.3 EVALUATION CONCLUSIONS

In conclusion, the evaluators took the view that the momentum built up in Albania's anti-corruption effort needs to be maintained. Future support should take the form of technical assistance. The Albanian concern that a regional project, as the proposed PACO Impact, would be primarily focused on activities to help other countries reach the Albanian level of development has to be addressed. It is important that additional assistance to Albania should be secured to enhance its achievements in the area of anti-corruption measures. It seems to the evaluators that such support, especially in the form of technical assistance, could equally effectively be given by the proposed PACO Impact project or a further PACO Albania project.

The experience gained from the two PACO Albania projects enables valuable lessons and precedents to be applied in the region. The evaluators understand that the objective of the proposed PACO Impact is to advance the anti-corruption efforts in neighbouring countries by the applying these lessons and precedents, as appropriate. They would support that objective.

The proposed PACO Impact project is a comprehensive project covering several countries in one region. There are similarities between the countries but also significant differences. It is important that the proposed PACO Impact is given a format that benefits from the similarities and addresses the differences in an effective way. This is a challenge to the project management. Furthermore, it should be stressed that such a comprehensive project as one proposed will be difficulties to coordinate, administer and staff. A very large number of activities would have to be carried out in a limited period of time. It is some question whether the project set-up will be able to deliver in accordance with the proposal. There seems to be a preference for seminars and workshops in the PACO IMPACT project proposal. It is recommended that some activities should be replaced by smaller working groups. Combining such working groups with twinning activities in the relevant institutions would probably enhance the achievements of the project and make the project more sustainable. The choice of working method has to be carefully considered to achieve a high level of attendance and an interactive process with an enhanced participation in the discussions. The participation and support of officials with appropriate seniority must be secured to effectively reach the project objectives. The costs likely to be incurred by holding retreat sessions should be carefully considered and justified.

(Annex 19)

8 LIST OF ANNEXES/REPORTS

The following documents contain more detailed information⁶ (some of them are available only in hard copy and on request).

- Annex 1.** - Anti-corruption Unit *Task Charts*
(*English and Albanian version*)

- Annex 2.** - Micro-system Study No. 2/2002: Identification of corruption possibilities and practices when combating trafficking in human beings
(*Albanian version only*)

- Annex 3.** - Micro-system[s] Study No. 3/2002: Public services (licensing services) provided by central administration institutions and Council of Ministers Decision
(*English and Albanian version*)

- Annex 4.** - Ad Hoc Report No. 2/2003: Disciplinary Measures against violations and offences related to ethics, corruption and economic crime in the public administration institutions during 2002 – 2003
(*Albanian version only*)

- Annex 5.** - ACMG Board List of Members
(*English and Albanian version*)

- Annex 6.** - Institutional Contact Points List
(*English and Albanian version*)

- Annex 7.** - Saranda Document: Training on Improving the Anti-corruption Plan and its Monitoring
(*English and Albanian version*)

- Annex 8.** - Workplan Calendar for 2002-2003
(*English and Albanian version*)

- Annex 9.** - New Prime Minister Order on the ACMG' Structure
(*English and Albanian version*)

- Annex 10.** - Action Plan for the Prevention and Fight Against Corruption 2002-2003
(*English and Albanian version*)

- Annex 11.** - Third Annual Conference for the Prevention and Fight against Corruption (3-4 July 2003)
(*English and Albanian version*)

- Annex 12.** - Updated Action Plan for the Prevention and Fight Against Corruption for 2003-2004
(*English and Albanian version*)

- Annex 13.** - Law on "Rules of Ethics for Public Administration"
(*English version only*)

- Annex 14.** - Working Document on Reform of Criminal and Criminal Procedure Code
(*Albanian version*)

⁶ Given the size of these documents they are made available separately.

- Annex 15.** - Memorandum of Understanding for establishing the Triangle Commission
(*English and Albanian version*)
- Annex 16.** - Improving Case Management and Information Tracking Aimed at Preventing Corruption within the Prosecutorial System of Albania
(*English version only*)
- Annex 17.** - Summary of Round Table Discussion on “Conflict of Interests”
(*English version only*)
- Annex 18.** - Regional and Local Fora on Local and Regional AC Strategies
(*English and Albanian version*)
- Annex 19** - Evaluation Report on PACO Albania 2 (5 December 2004)
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