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*Joint EU/CoE project on the
Protection of the Rights of Entrepreneurs in the Russian Federation
from Corrupt Practices - (PRECOP-RF)*

Final Narrative Report

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ABBREVIATIONS

AC	Anti-corruption
AML/FT	Anti-Money Laundering and Counter Financing of Terrorism
CoE	Council of Europe
DoA	Description of Action
ECCU	Economic Crime and Cooperation Unit (Council of Europe)
ECtHR	European Court of Human Rights
EU	European Union
EUD	European Union Delegation
ER	Expected Result
FBO	Federal Business Ombudsman
GRECO	Group of States against Corruption
MONEYVAL	Committee of Experts on the Evaluation of Anti-Money Laundering Measures and the Financing of Terrorism
MAE	Major administrative entities (Council of Europe)
MoU	Memorandum of Understanding
OVI	Objectively verified indicators
P4M	Partnership for Modernisation
PACE	Parliamentary Assembly of the Council of Europe
PRECOP	Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices
RBO	Regional Business Ombudsperson ¹
RF	Russian Federation
ROM	Result Oriented Monitoring
SCM	Steering Committee Meeting
ToR	Terms of Reference
TP	Technical paper
UNCAC	United Nations Convention against Corruption

¹ The term Ombudsperson(s) is adopted throughout this report for the Regional Ombudspersons as a gender neutral term as there are both men and women nominated in these roles.

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1 DESCRIPTION

1.1 Contact Person for technical implementation

Mr Ivan KOEDJIKOV, Head of Action against Crime Department, DG I-Human rights and Rule of Law, Council of Europe (CoE)

1.2 Name of Partners in the Action

Council of Europe and European Union

1.3 Title of Action

Project title: "Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices (PRECOP-RF)"

1.4 Contract Number

CRIS No. 2012/310-269 "Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices (PRECOP-RF)"

1.5 Start Date and End Date of the Reporting Period

1 January 2013-31 December 2015 (36 months)

1.6 Target Country

Russian Federation

1.7 Final Beneficiaries

The office of the Federal Business Ombudsman (FBO) was the main beneficiary and counterpart for the project; as such the office played an important role in the coordination of the local institutions and in ensuring their full participation and contribution to the successful implementation of the activities foreseen in the project. Other indirect beneficiaries include: government bodies; business associations; legal associations; and the general public through the impact of the project on the increased protection of entrepreneurs' rights.

Full list of beneficiaries and target groups:

- Federal and Regional Business Ombudspersons (RBO) and their Offices;
- Lawyers and Legal associations;
- Business associations;
- Chambers of commerce and industry (federal and regional);
- Other federal and regional authorities, as available.

2 EXECUTIVE SUMMARY

The project on “Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices” was a joint action of the European Union and the Council of Europe. The project was implemented by the Council of Europe’s Economic Crime and Cooperation Unit (DGI) for 36 months between January 2013 and December 2015. The total budget of the project was 1.3 million Euros, jointly contributed by the EU Delegation in the Russian Federation (86.81%), and a Council of Europe (13.19%). The project was run in an efficient manner and successfully utilised the in-kind contribution by the beneficiary institution which consisted mainly of providing the venue by the FBO’s Office, for the events that took place in Moscow, and own funding of travel and subsistence costs by RBO for their participation in project activities. At the closure of the project the budget absorption reached 93.42% or 1,214,474.20 Euros.

The objective of the project was to facilitate the prevention of corrupt practices affecting the business sector in the Russian Federation, while the project purpose was to strengthen the mechanisms for the protection of the rights of entrepreneurs from corrupt practices. The present report outlines the level of achievement of the objective of the project through an analysis of the implementation of each expected result as defined in the Description of Action (DoA) of the project.

Midway through the implementation of the project, unrelated political developments in the spring of 2014 seriously complicated the relations between the European Union and the Russian Federation. Similarly, the relations between the Parliamentary Assembly of the Council of Europe (PACE) and the State Duma suffered a setback.

These developments posed a previously not foreseen risk to the project. Nevertheless, in the end there were no major setbacks in the implementation of the project. This attests to the excellent working relationships that the project team had established and maintained with the main beneficiary institution as well as to the broader sense of ownership the Russian Federation has with the Council of Europe.

From the beginning, the project adopted a multifaceted approach in order to reach out to the broadest possible target group. The management team ensured that representatives of all RBO offices were given the opportunity and encouraged to participate in the project activities, in particular in trainings on “Good practices on anti-corruption and the functioning of the RBO Offices.” As a result, the project involved more than 85% of the RBOs and representatives of their offices in its activities, including 71 out of 83 RBOs themselves.

In parallel with providing of expertise and good practices from Council of Europe member states, the project drew heavily on local expertise. As a result, all proposals for reform took into account the specific conditions in the beneficiary country. With the same objective in mind, all recommendations made in expert technical papers were discussed in detail in subsequent workshops before delivering the version of the recommendations which took into account the input from the local participants, experts and civil society.

Following are some of the results of the project:

- A specially tailored Training Handbook and fourteen Technical Papers – legal and technical opinions on legislation and policies aimed at preventing corruption. The technical papers and training materials are available on the websites of the Office of the FBO and several RBOs websites.
- More than 160 representatives of RBO offices trained on “Good anti-corruption practices and functioning of RBO Offices”
- Over 1000 representatives of the Federal and RBO Offices, Business Associations, Legal Associations, and representatives of various government agencies, including high level representatives of Regional authorities attended and contributed to the seminars and workshops organized by the project;
- Over 40 RBOs participated in Study visits to the Council of Europe and discussed directly with representatives of GRECO, MONEYVAL, the Venice Commission and the European Court of Human Rights the role of these bodies of CoE and their contribution in fighting corruption, money laundering, protection the right of entrepreneurs as well as support to the work of Ombudsman institutions;
- The project consistently encouraged the RBO to share resources and good practices. As a result several Memorandums of Understanding (MOUs) for cooperation between RBO and MoUs with pro-bono lawyers supporting the RBOs were signed;
- Facilitated the signing of a MoU by 5 RBOs for the establishment of an “Inter-regional Centre Business against Corruption” signed in Irkutsk on 17 September 2015. The centre provides support to the RBOs in case management and sharing of pro-bono resources; and
- New legislative/regulatory initiatives, (some still in draft form), regarding the protection of whistleblowers, inspections, pre-trial detention of entrepreneurs etc. take into account recommendations from the technical papers prepared under the project.

The project had strong commitment and support from both the Office of the FBO and the RBOs Offices. Throughout the project, the RBOs demonstrated high interest to host regional events.

An independent evaluation of the project was conducted in December 2015. The evaluators noted that the project made an important contribution to the strengthening of the Institution of the Ombudsman for the Protection of the Rights of Entrepreneurs of the RF, which, at the beginning of the project, had just been established. The project made a contribution to the shaping, in accordance with international and in particular Council of Europe standards, of key draft legislation affecting whistle-blower protection and the criminal liability of legal persons. It also made a significant contribution to structuring the relationship between the Institution of the Ombudsman for the Protection of Entrepreneurs and the network of *pro bono* lawyers

Taking into consideration the successful cooperation in the implementation of the PRECOP RF project and following an initiative from the FBO, which was strongly supported by the

RBOs, the Council of Europe is working on the development of a follow up project, which would focus mainly on tackling corruption at the municipal level.

A concept note for the project was presented and agreed upon with the potential beneficiary institutions in December 2015. The concept outlines the activities of the future project and foresees five expected results focusing on:

- Increased capacities and role of the Federal and RBO in addressing and preventing corruption.
- Strengthened public procurement system[s] and tools in the regions/municipalities
- Improved capacities of RBOs, Business Associations and Municipal authorities in relation to administrative inspections
- Increased efficiency of public services at the municipal level through simplified systems
- Improved measures and implementation of the protection of whistleblowers reporting malpractice and corruption at municipal level

The project is foreseen to last for three years and has an estimated budget of 2.5 million euros.

3 DESCRIPTION OF ACTION

3.1 Country situation

Since 2008, the Russian government has actively implemented a wide range of legislative and enforcement measures to combat corruption in different sectors. These efforts have resulted in the creation of new institutions responsible for fighting corruption. In 2013, the authorities adopted a number of federal laws on anti-corruption which regulated the procedure for tenders, established requirements for declaration of incomes and restricted the right to hold bank accounts outside the country for some categories of civil servants.

On 3 December 2013, by the Order of the President of the Russian Federation, a department on combating corruption was established within the President's Administration. The Department on Combating Corruption is, *inter alia*, controlling the process of implementation of federal anti-corruption laws and orders of the President, and has the capacity to adopt additional measures aimed to combat corruption.

On 11 April 2014, President Vladimir Putin signed Decree № 226 on the National Anti-Corruption Plan for 2014-2015. The plan focused on improving the organisational capacities for combating corruption in the regional level, enforcing legal acts in the anti-corruption area, educating citizens and adopting further normative acts against corruption.

Several legislative changes were initiated in 2015. Following are some examples of draft legislation on anti-corruption that was under review in 2014 and 2015:

- Draft bill to verify the origin of property belonging to relatives of officials charged in corruption-related cases (March 2015).
- February 13, 2015 – The government has drafted a bill promising financial rewards, confidentiality and preservation of jobs for officials who report corruption. The bill is aimed to protect the rights and interests of corruption reporters at government agencies, local governments, organisations (including state-owned corporations), state extra-budgetary funds, state-owned and private companies, and public organisations (February, 2015)
- Prosecutor General's Office drafted amendments to the federal law seeking to toughen punishment for the corruption charges. Among other things, the draft proposed to broaden the grounds for asset forfeiture and to put convicts to prison instead of imposing fines on them (May 2014).

In the first 9 months of 2015 alone more than 8,800 people were convicted on criminal charges of corruption. Disciplinary action was taken against almost 11,000 officials for violations of the anti-corruption standards².

² <http://en.kremlin.ru/events/president/news/51207>

At his annual speech in December 2015, President Vladimir Putin criticised the activities of control and supervisory agencies, suggesting that *“an army of inspectors keeps on working in good faith and interferes with business”*. The President requested the Government Commission on Administrative Reform to cooperate with business associations and submit proposals for the elimination of redundant and overlapping functions of regulatory agencies by 1 July 2016. He also stressed that during investigation of economic crimes, detention should be used as a last resort - instead, collateral on bail and house arrest should be applied. (See Media Review in the Annex)

3.2 Main beneficiary

3.2.1 Federal Business Ombudsman

The main objective of the FBO is to protect the rights of the entrepreneurs’ rights against various forms of abuse by authorities.

The Federal Law № 78-FZ on Business Ombudsman in the Russian Federation entered into force on 7 May 2013, and was amended by the Federal Laws № 294-FZ of 2 November 2013 and № 352-FZ of 28 November 2015. This legislation specified in detail the powers, competences and objectives of the institution. It provided a financial framework for the functioning of the FBO, from the federal budget. The legislation also described the procedure for examining complaints.

During the lifetime of PRECOP, important developments affected the FBO. At the outset, the FBO was functioning as an independent institution within the President’s Administration. As of January 2015, it was given the status of an independent government office. And the Business Ombudsman was granted broader powers in relation to the protection of entrepreneurs’ rights.

The FBO has the following key competencies:

- To protect the rights and legitimate interests of Russian and foreign business entities in the Russian Federation and of Russian business entities abroad;
- To monitor the observance of business entities’ rights and legitimate interests by the federal and regional governments and the local authorities;
- To promote the development of public institutions aimed at protecting the rights and legitimate interests of business entities;
- To interact with business communities; and
- To participate in developing and implementing the State policy in the field of entrepreneurship, protection of the rights and legitimate interests of businesses.

The FBO has become a respected actor in the fight against corruption, especially in terms of protecting entrepreneurs from individual officials involved in raiding practices and in extortion of bribes.

The FBO has also influenced the drafting of legal and administrative acts. It successfully cooperated with other public authorities in the drafting of a law on amnesty for entrepreneurs, in the creation of a unified registry of control and enforcement measures, in establishing a three-year long moratorium on planned inspections of small businesses and in the voluntary declaration of assets and bank deposits by individuals.

The central FBO Office in Moscow has some 30 permanent staff members. In addition The FBO progressively built a network of Regional Ombudspersons (RBOs). As of December 2015, a total of 83 RBOs were operational in as many subjects of the country (see more details under 3.2.2).

From the beginning of its activities, the Institution of Business Ombudsman (both at federal and regional level) has received 21,664 complaints from members of the business community (more details provided in Annex III subheading 12.4 of this report). Of these, 14,238 complaints were handled and finalised by the RBOs, while 2,928 were handled and finalised at the federal level. These were the cases with a higher level of complexity which required a 2nd tier (higher instance) review and intervention.

3.2.2 Regional Business Ombudspersons

As the more intensive inception phase activities of the project started in August 2013, this is used as the baseline for calculation of the statistical data, which could provide an outline of the potential impact of the project. The project implementation started at a time when the FBO's Office was a fledging new institution, and the number of RBO was not very high. The timing of project was good in the sense that it could contribute, amongst others, to the widening and strengthening of the network of RBO. A total of 49 RBO Offices were established during the lifetime of the project. Although the establishment of the RBOs themselves cannot be directly attributed to the project activities, the visibility and support that the CoE provided to the beneficiary institution helped expanding the network and strengthened the institutional position of the RBOs with the regional authorities. In particular, the project contributed to increase the capacity of RBOs in sharing of good practices and introducing uniform procedures for the review and handling of applications by entrepreneurs. The majority of the RBOs or their staffs have participated in project activities.

3.3 Expected Results

Project purpose	Strengthened mechanisms to protect the rights of entrepreneurs from corrupt practices.
Expected Result 1	Institutions of regional and public ombudspersons are informed about international standards and practices of comparable institutions (including in the context of competencies of the Ombudsman for the Protection of Entrepreneurs' Rights under the President of the Russian Federation).
Expected Result 2	Overview of good practices in Council of Europe (CoE) member-states and proposals for protecting whistle-blowers in the area of corruption are available.
Expected Result 3	Proposals are available to strengthen measures to prevent the misuse of public authorities in corporate conflicts, eliminating competition and forced takeovers.
Expected Result 4	Practice of pro bono legal assistance in the protection of the rights of entrepreneurs is expanded.
Expected Result 5	Proposals are available on resolving systemic problems of entrepreneurship for the Experts Council under the Ombudsman for the Protection of Entrepreneurs' Rights under the President of the Russian Federation.
Expected Result 6	Awareness of the business community is raised with regard to the risks of infringement of entrepreneurial rights and possible methods for their protection.
Expected Result 7	European Court of Human Rights (ECtHR) case law relevant to entrepreneurs' rights and related corrupt practices is made available and disseminated.
Contracting Authority	Delegation of the European Union to the Russian Federation.
Implementation	Economic Crime Cooperation Unit, Department of Action against Crime, DG I-Human Rights and Rule of Law, Council of Europe.

3.4 Work Plan

An initial draft of the DoA was prepared in December 2012 and revised in April 2013. This final draft was endorsed by the Russian authorities at a meeting of the Anti-Corruption Department of the Presidential Administration on 28 June 2013. This had an impact on the length of the inception phase of the project which lasted longer than is the usual practice. Furthermore the main beneficiary – FBO, was a just-established, fledgling institution and this required more time for negotiation of the details of the workplan. Nevertheless, this had an overall positive effect for the project, as the final workplan reflected well the needs of the beneficiary and the specific context of the project. The longer inception phase also allowed the beneficiary to develop ownership of the workplan. Following is an outline of the inception phase activities:

- 18-19 March 2013, Start-up activities phase I - meetings with beneficiaries and stakeholders to discuss the objectives and the purpose of the project, so as to reach an agreement on the final version of the Description of Action (DoA) and the Log-frame.
- 24-25 September 2013, Start-up activities phase II - meetings with stakeholders and beneficiaries of the project to discuss in detail the project and its goals, project's duration, its cycles, objective, purpose, expected results and its components.

The Launching Conference of PRECOP took place in Moscow on 15 October 2013.

3.4.1 Implementation phase

3.4.1.1 Modification of workplan

The workplan as adopted in the first Steering Committee meeting in October 2013 covered all activities of the project until the Closing Conference in December 2015. The single modification introduced was made at the request of the beneficiary institution, and adopted by 4th SCM in April 2015. This change in the workplan introduced the participation and presentation of the project and its achievements at the 6th Conference of Parties to UNCAC (COSP 6) which took place in Saint Petersburg.

3.4.1.2 Statutory events

- The First Steering Committee meeting (SCM) took place in Moscow on 14/10/2013;
- Launching Conference - Moscow, 15/10/2013;
- Second SCM - Moscow, 18/04/2014;
- Third SCM - Moscow, 20/11/2014;
- Fourth SCM - Moscow, 03/04/2015;
- Fifth SCM - Moscow, 23/10/2015
- The Closing Conference took place in Moscow on 11/12/2015.

3.4.1.3 Deliverables

The implementation of the project was characterised by a dense schedule of activities, supported by the drafting of technical papers analysing and addressing corruption concerns of systemic nature, whistleblower protection, regulation of pro bono practices, standards and mechanisms for prevention of corruption by entrepreneurs and the European Court of Human Rights case law on protection of entrepreneurs and whistleblowers.

By the end of the implementation the project delivered:

- Fourteen technical papers and one Training Handbook, made available in English and Russian; and
- Thirteen events in Moscow (including Launching and Closing Conferences and Steering Committee Meetings); seventeen workshops and seminars in nine different subjects of the country as well as five events at Council of Europe Headquarters in Strasbourg.

PRECOP-RF project activities were implemented with the contribution of joint teams of international and local experts. The international experts were nationals of Belgium, Bulgaria, France, Germany, Italy, Lithuania, Spain and the United Kingdom.

4 ASSESSMENT OF ACTIVITIES AND BENCHMARK FULFILMENT

With the exception of the TPs produced under ER5, which presented good international practices in addressing issues of corruption, abuse of inspections, detention and other powers vested in the law enforcement agencies, all other TPs and materials prepared under the project were drafted by combined teams of international and local experts.

The project team ensured that the deliverables produced by the project addressed the needs of the beneficiary institution and the country. In order to guarantee high-quality, relevant deliverables, the project consistently practiced a three-layer peer review of all TPs before they were considered final: (1) all expert input was discussed and agreed between those working on the TPs (2); subsequently the project team provided comments and advised on changes to adapt the paper to the CoE standards; and (3) finally, all TPs were presented and discussed in workshops with participants, most of whom had vast knowledge of the situation in the Russian Federation.

The outcome of the peer review was taken into account for the finalisation of the TPs, which were then presented to the various beneficiaries in the Russian Federation, either through their participation in the Steering Committee or through the activities of the FBO's Office. This process of peer review, quality control and relevance check has contributed to a great extent to the acceptance of these TPs by the beneficiary institution and by the Steering Committee of the project.

4.1 Implementation of activities and results

Expected Result 1: Institutions of regional and Public Ombudsmen are informed about international standards and practices of comparable institutions (including in the context of competencies of the Ombudsman for the Protection of Entrepreneurs' Rights under the President of the Russian Federation)	
Objectively verifiable indicators (OVIs)	<ul style="list-style-type: none"> - Number of stakeholders and potential multipliers reached by awareness raising and training events - Quantity and quality of implementation of mechanisms and procedures by regional ombudspersons based on federal model
Implementation of OVIs	<ul style="list-style-type: none"> - Activities under this expected result gathered 251 participants, of which 166 were RBO or members of their staff participating in training events. These activities covered 66 RBO Offices. - Majority of the RBO Offices use the Federal model as basis for their functioning.
Act 1.1	<ul style="list-style-type: none"> - Comparative Analysis of International and Russian experience in terms of Powers, Competencies and Practices of a Business Ombudsman Institution; - Workshop on Powers, Competencies and Practices of Business Ombudsman Institution.
Deliverables under Act 1.1	Delivered a technical paper providing guidelines for a uniform set-up of the RBO institutions and their activities. The TP provided 13

	recommendations to be implemented by the Federal and Regional Business Ombudsperson Offices (ECCU-PRECOP-TP-1/2013 - "International and Russian experience in terms of powers, competencies and practices of Business Ombudsman Institution")
Activities under Act 1.1	<ul style="list-style-type: none"> - Workshop on - "Powers, competencies and practices of Business Ombudsman Institutions was held in Moscow on 17 December 2013. - Study Visit of the FBO of the Russian Federation, in Strasbourg on 6 December 2013 (11 participants (funded by the FBO Office)); and - Visit of the FBO of the Russian Federation to CoE HQ in Strasbourg on 9-10 April 2015 (4 participants).
Act 1.2	<ul style="list-style-type: none"> - Develop a Training Programme and Handbook for Regional Ombudspersons and their staff; - Organise up to Six Training events; and - Organise a Study visit.
Deliverables under Act 1.2	- Delivered a specially tailored training handbook (ECCU-PRECOP-TP-6/2014 – Training handbook on "Good Practices on Anti-corruption and Functioning of the RBO offices") to support the establishment of practices by RBO offices in-line with those at the federal level. The handbook outlines the methodology to process complaint applications by entrepreneurs based on the practice at the federal level.
Activities under Act 1.2	<ul style="list-style-type: none"> - 1 Study visit to the Council of Europe for the Russian Federation RBO, in Strasbourg on 13-14 November 2014, 17 participants; - 6 Trainings for RBO on "Good Practices on Anti-corruption and Functioning of RBO Offices": <ul style="list-style-type: none"> ✓ In Moscow on 24-25 September 2014 (35 participants); ✓ In Kazan on 29-30 January 2015 (43 participants); ✓ In Ufa on 18-19 February 2015 (36 participants); ✓ In Sochi on 18-19 March 2015 (36 participants); ✓ In Astrakhan on 22-23 April 2015 (26 participants); and ✓ In Saint Petersburg on 18-19 May 2015 (43 participants).
Overall assessment of ER 1	<p>Over 160 regional Ombudspersons and their staff participated in training events, the project covered over 70 regional offices (at least 2 participants from each Regional Ombudspersons Office). In addition to the 160 that participated in the training events within the expected Result 1, the project organised a workshop which took place in Moscow in December 2013, and a Study Visit to the Council of Europe in Strasbourg. This increases the total number of participants in project activities within ER 1 to just over 200.</p> <p>Taking into account the above, the project has had a considerable reach and involvement of stakeholders. On average, each RBO office has about 5 staff members (the total number of staff employed by FBO and RBOs in December 2015 was 333), and in addition uses the services of</p>

	<p>up to 20 individuals who contribute to their work on a pro bono basis. When taking into account the above it can be concluded that the maximum number of those involved with RBOs is approximately 2000 people. This shows that the project has reached about 10% of the broader stakeholder base. If only the number of staff was to be taken into account as reference for the indicator, then the project has reached about 50% of the stakeholder group.</p> <p>The project has trained some 160 representatives of the RBO offices (minimum 2 representatives from each of the 70 RBOs that participated in project activities), thus contributing to establishing a uniform procedure for the review and handling of applications. The training events served as a platform for sharing of good practices among the RBOs, especially in the sessions that were dedicated to the practical review of cases and presentation of example/case studies.</p> <p>PRECOP-RF activities contributed to the improving the understanding of the anti-corruption standards of the network of RBOs through sharing of good practices from other CoE member states, but also among the various regions of the Russian Federation.</p> <p>The network continues to gain in strength, especially in view of the commitments of the Federal authorities to tackle corrupt practices affecting entrepreneurs.</p> <p>A positive sign in this direction is a recent draft law which aims to strengthen the position of the Business Ombudspersons by allowing RBOs to participate in trials and which foresees immunity. Reference can be found at: http://www.gazeta.ru/politics/news/2016/02/01/n_8194937.shtml</p>
Implementation of Recommendations from TPs	The majority of the recommendations of ECCU-PRECOP-TP-1/2013 were taken into consideration and implemented; recommendations relating to training were already addressed by the project, as outlined above.

Expected Result 2: Overview of good practices in CoE Member States and proposals for protecting whistleblowers in the area of corruption are available	
Objectively verifiable indicators (OVIs)	- Quality and scope of proposals for protection of whistleblowers available and taken on board by policymakers.
Implementation of OVIs	- The project delivered a comparative analysis and a separate paper with recommendations indicating the best ways to strengthen the framework for the protection of whistleblowers in the Russian Federation. The TP (ECCU-2312-PRECOP-TP4/2014 - "Proposals to Regulate the Whistleblower Protection in the Russian

	<p>Federation”) advised that the Russian Federation should consider the introduction of new legislation on whistleblowing which includes the appropriate protection of those reporting corruption. More specifically the project recommended that when working on the draft law, the Russian Federation take into consideration the Recommendation of the Committee of Ministers on whistleblower protection CM/Rec(2014)7 and use this as basis for the adoption of new legislation in the country.</p> <ul style="list-style-type: none"> - The technical papers provided an overview of approach undertaken by other CoE Member States, and provided reference to other materials in relation to the subject. - Considering the length of the process for adoption of legislation in the Russian Federation, especially in view of the sensitivity of the topic, it cannot be expected that the project would be able to ensure the implementation of proposals provided in the form of TPs.
Act 2.1	<ul style="list-style-type: none"> - Comparative analysis of practices in CoE member states to protect whistle-blowers in the area of corruption.
Deliverables under Act 2.1	<p>Drafted a technical paper providing a comparison of the approach by 5 Council of Europe Member States in regulating the protection of whistleblowers (ECCU-2312-PRECOP-TP3/2014 - “Comparative Analysis of Practices for Protection of Whistleblowers in the area of Corruption in Council of Europe Member States”)</p>
Act 2.2	<ul style="list-style-type: none"> - Development of proposals to regulate whistleblower protection in the Russian Federation - Expert workshop to finalise proposals for the regulation of Whistleblower Protection - Organisation of public event to present final proposals for regulation of Whistleblower Protection in the Russian Federation
Deliverables under Act 2.2	<ul style="list-style-type: none"> - Technical paper with “Proposals to Regulate the Whistleblower Protection in the Russian Federation” (ECCU-2312-PRECOP-TP4/2014);
Activities under Act 2.2	<ul style="list-style-type: none"> - Workshop on “Practices for Protection of Whistleblowers in the area of Corruption in Council of Europe Member States”, in Moscow on 17 April 2014 (31 participants); and - International Conference on “Impact of Corruption on Business and Investment Climate”, in partnership with the Higher School of Economics in Moscow, took place on 2 April 2015 (81 participants).
Overall assessment of ER 2	<p>The project delivered a detailed comparative analysis and a separate paper with recommendations as to what would be the best way to strengthen the framework for the protection of entrepreneurs reporting on corruption. Amongst these was a proposal to introduce new legislation on whistleblowing with appropriate protection for those who report corruption and a proposal to take into account the</p>

	<p>Recommendation of the Committee of Ministers on whistleblower protection in the drafting of new legislation. The TP provided an overview of the approaches of other countries to the issue and also gave references to other relevant material.</p> <p>The draft law concerning the “protection of persons reporting on corruption offences” was introduced by the Ministry of Labour and Social Protection on 13 February 2015. It was presented and discussed at a meeting of the Civic Chamber on 15 May 2015 with participation of Oleg Plokhoy, Head of the Anti-Corruption Directorate of the President’s Administration, the Ministry of Economic Development, and the expert community, including the members of the Experts Council of the FBO. The TPs prepared under the project were presented by the secretary of the Experts Council of the FBO as background material supporting the position of the FBO’s Office regarding the need to adopt legislation in the area of whistleblower protection.</p>
<p>Implementation of Recommendations from TPs</p>	<p>In December 2014, members of the Experts Council of the FBO were involved in discussions on the drafting of legislation for the protection of whistleblowers. In this regard, the input from the technical papers prepared under the PRECOP-RF project was presented as justification and background material in support of the enactment of such legislation. A working group was established within the Federal Ministry of Labour and Social Protection with the goal of further follow up on this initiative. The Ministry introduced the draft law in February 2015 and launched a public consultation.</p> <p>Although the project team tracked the progress in adopting new legislation on protection of whistleblowers, at the time this report is being finalised, the initiative remains at the stage of draft legislation and it is not possible to analyse the impact of the project proposals.</p>

<p>Expected Result 3: Proposals are available to strengthen measures to prevent the misuse of public authorities in corporate conflicts, eliminating competition and forced takeovers</p>	
<p>Objectively verifiable indicators (OVIs)</p>	<ul style="list-style-type: none"> - Quality and scope of proposals available and taken on board by policymakers
<p>Implementation of OVIs</p>	<ul style="list-style-type: none"> - While this is one of the most important issues dealt with by the project, this was also the most sensitive matter. The fact that the project managed to raise this issue and to put it up for discussion with the President’s Administration is already an achievement. - The fact that the authorities have already undertaken measures to address some of the recommendations deriving from the technical

	papers prepared under the project, as outlined below , speaks positively of the quality and scope of proposals.
Act 3.1	<ul style="list-style-type: none"> - Comparative Analysis of Integrity and Rule of Law Measures in CoE Member States and other international experiences to prevent the misuse of public authorities in: <ul style="list-style-type: none"> ✓ Corporate Conflicts ✓ Eliminating Competition ✓ Forced Takeovers
Deliverables under Act 3.1	<p>A comparative analysis was prepared jointly by three experts (two international and one local). The TP (ECCU-2312-PRECOP-TP1/2014 - “Preventing Misuse of Public Authority in the Corporate Sector”) reviews the practice of selected member States of the Council of Europe in prevention of misuse in fourteen areas, divided into three major groups. The analysis keeps a particular focus on the Russian Federation. Based on a selective approach, cases for comparison were drawn from France, Germany, Italy, Latvia, Norway, Spain, Switzerland, Ukraine, the United Kingdom and other countries. The subject areas covered are:</p> <p>Criminal Procedure</p> <ul style="list-style-type: none"> - Misuse in criminal investigation; - Search, arrest of property, identification, freezing, management and confiscation of the proceeds of crime; - Preclusive effects in criminal cases; - Corporate liability for criminal offences; - Liability for corruption in the private sector; and - Overuse and misuse of the criminal law in the regulation of business activity. <p>Civil Procedure</p> <ul style="list-style-type: none"> - Procedural abuse; - Interlocutory injunctions in civil matters; - Preclusive effects in civil and commercial cases; - Limits to the protection of good faith purchaser; and - Misuse of insolvency proceedings; <p>Administrative Procedure</p> <ul style="list-style-type: none"> - Registration of legal entities and the role of notaries; - Administrative inspections; and - Implementation of competition policies.
Act 3.2	<ul style="list-style-type: none"> - Development of Proposals to Strengthen Integrity and Rule of Law Measures to prevent the abuse of public authorities in: <ul style="list-style-type: none"> ✓ Corporate Conflicts ✓ Eliminating Competition ✓ Forced Takeovers - Workshop on Strengthening Integrity and Rule of Law Measures to prevent the abuse of public authorities in: <ul style="list-style-type: none"> ✓ Corporate conflicts

	<ul style="list-style-type: none"> ✓ Eliminating Competition ✓ Forced Takeovers
Deliverables under Act 3.2	In connection with Act 3.1 and the findings outlined in the comparative analysis, the project prepared a 2 nd technical paper (ECCU-2312-PRECOP-TP2/2014 - “Proposals to Strengthen the Prevention of Misuse of Public Authority in the Corporate Sector in the RF”), which provides recommendations for reform to address the shortcomings identified in the Russian Federation.
Activities under Act 3.2	A workshop on “Strengthening Integrity and Rule of Law measures to Prevent Misuse of Public Authority in the Corporate Sector” took place in Moscow on 14-15 April 2014. Some 43 participants attended and contributed to the discussions in this workshop.
Overall assessment of ER 3	<p>The quality and relevance of recommendations can be evaluated separately, especially considering that the documents are publicly available.</p> <p>It should be noted that some of the recommendations provided in relation to this ER require legislative change which normally is a lengthy process and takes time for implementation. Nonetheless there are some positive signs that the authorities in the Russian Federation are considering these recommendations as there are several policy and legislative measures that are being introduced and which address the concerns raised and the recommendations presented in these TPs.</p> <p>In broad terms the project has managed to put the issue on the agenda for discussion, referring to the TPs developed under the project the FBO was able to turn to other institutions and raise issues relating to typologies of abuse identified in the TPs produced within the project and propose solutions to these problems.</p>
Implementation of recommendations from TPs	<p>Within the ER3, the project provided a TP (ECCU-2312-PRECOP-TP2/2014) with proposals for strengthening the protection measures for entrepreneurs, based on the typologies of abuse of public authority in the corporate sector identified in the comparative analysis on “Preventing misuse of public authority in the corporate sector” (ECCU-2312-PRECOP-TP1/2014).</p> <p>The recommendations/proposals in the ECCU-2312-PRECOP-TP2/2014 are divided into two types as follows:</p> <ol style="list-style-type: none"> 1) Ten proposals which should be addressed by the authorities focus on particular legislative provisions, outlining the need for their change (these are marked as proposals for the legislation and practice in the Russian Federation). 2) An additional 56 recommendations addressed to the authorities are based on the more general analysis of the international

practice. These rely on the experts' conclusions regarding good practice and most relevant international standards that would be pertinent for the circumstances in the Russian Federation (marked as proposals for discussion).

There are several on-going initiatives to amend legislation in the Russian Federation which derive from the recommendations made under this ER. Below is a list of five initiatives which were initiated by the FBO's Office in co-ordination with other institutions, and following the delivery of Technical Papers (the FBO has in many occasions publicly recognised that he has drawn from PRECOP TPs when making proposals for reform).

Initiatives originating from the FBO Office and the linkages to the project TPs:

- Take measures to reform the legislation³ in relation to "fraud" (Art 159), in connection with "Business Fraud" (Art 159.4) and Illegal Enterprise (Art 171);
- Introducing investigative judges⁴ (ECCU-2312-PRECOP-TP2/2014 – chapter 3.1 Recommendations 5-6).
- Corporate criminal⁵ liability (ECCU-2312-PRECOP-TP2/2014 – chapter 3.4 Recommendations 29-30)⁶.
- Suspension of inspections for certain types of business for the period 2016-2018, linking with the recommendation to introduce a Risk Based Approach to inspections (ECCU-2312-PRECOP-TP2/2014 – chapter 5.3 Recommendations 60-62).

In an annual press conference in December 2015, FBO Boris Titov recognised the work of the project and the contribution it has made to strengthening his position when presenting arguments based on international standards and good practise, he committed to continue his efforts in 2016 to amend legislation which were discussed in various PRECOP-RF activities, more specifically legislation relating to:

- Criminal investigations and prosecution for economic crimes and
- Monitoring of control (inspection) bodies.

In January 2016, the Business Ombudsman made new proposals to improve the criminal legislation and give the prosecutor the right to refuse to support a request for the arrest during the investigation phase. He also advocated in favour of the introduction of multiple fines for economic crimes and trial jury for "business activity fraud".

³ <http://www.rbc.ru/economics/31/08/2015/55e0984c9a7947197884a026>

⁴ *ibid*

⁵ <http://asozd2.duma.gov.ru/main.nsf/%28Spravka%29?OpenAgent&RN=750443-6>

⁶ <http://www.rbc.ru/economics/23/03/2015/55102ca49a79476a528b31cb>

Expected Result 4: Practice of pro bono legal assistance in the protection of the rights of entrepreneurs is expanded	
Objectively verifiable indicators (OVIs)	<ul style="list-style-type: none"> - Number of pro bono agreements between the Ombudsman and legal professionals - Number of stakeholders and potential multipliers reached by awareness events
Implementation of OVIs	<ul style="list-style-type: none"> - The number of pro bono agreements increased following PRECOP-RF activities. It had reached 581 agreements by the end of 2015 at regional level, and 49 at federal level. - 242 participants attended the activities organised within this ER. Pro bono lawyers participated in other project activities within ER5, 6 and 7, thus giving them an important role and sense of ownership in the project activities. The participation of pro bono experts in activities under ER 4, 5, 6 and 7 is estimated to 116. - Considering the total number of pro bono agreements signed (581) as of 31 December 2015, the participation of 116 lawyer is a satisfactory indicator of success (18%). - In addition, the project contributed to the annual “All Russian Conference of Business Ombudsmen” event in October 2014 and event that gave the project access to all RBOs attending the event. Project technical papers were largely disseminated at this occasion.
Act 4.1	<ul style="list-style-type: none"> - Comparative analysis of international and Russian practices and principles for pro bono work, including issues of incentives as well as professional standards
Deliverables under Act 4.1	<ul style="list-style-type: none"> - A Comparative Analysis of International and Russian pro bono practices (ECCU-2312-PRECOP-TP5/2014) was prepared by two experts (one international and one local expert).
Act 4.2	<ul style="list-style-type: none"> - Proposals for improvement of pro bono services of lawyers and legal associations and professional standards in this area
Deliverables under Act 4.2	<ul style="list-style-type: none"> - A set of proposals for strengthening and regulating the provision of pro bono services was developed in two workshops which took place in June 2014 in Yekaterinburg and Moscow. These proposals, as well as samples of MOUs for regulating the cooperation between RBO and pro bono lawyers, are appended to the Comparative analysis ((ECCU-2312-PRECOP-TP5/2014) prepared under Act 4.1 of the project.
Activities under Act 4.2	<ul style="list-style-type: none"> - Two workshops on “International and Russian practices and principles for pro bono work” were organised under the project. The events took place as follows: <ul style="list-style-type: none"> ✓ In Yekaterinburg on 4 June 2014, 48 participants (21 pro bono lawyers); ✓ In Moscow on 6 June 2014, 42 participants (17 pro bono

	lawyers);
Act 4.3	- Conducting seminars and awareness events for legal associations and professionals for purposes of sharing practices of pro bono service
Activities under Act 4.3	<ul style="list-style-type: none"> - Contributed to the “All Russian Conference of Business Ombudsmen” events in October 2014 and December 2015; Technical papers developed under Act 4.1 and supplemented with proposals for regulation of pro bono as well as sample MoUs agreed under Act 4.2 were distributed to the participants. - Three seminars were organised as follows: <ul style="list-style-type: none"> ✓ In Arkhangelsk on 29/06/2015, 38 participants (12 pro bono experts); ✓ In Kaliningrad on 14/07/2015, 48 participants (2 pro bono experts); ✓ In Irkutsk on 16/09/2015, 52 participants (2 pro bono experts); - A Study visit to the Council of Europe for the Russian Federation RBO, in Strasbourg on 12-13 November 2015 (12 participants).
Overall assessment of ER 4	<p>The project played an important role in public awareness-raising and thus directly contributed to an increased interest by legal professionals in the institution of the Business Ombudsman. Furthermore, several pro bono agreements were signed within the project activities, including one for the establishment of an intra-regional centre established in Irkutsk, which sets the sharing of pro bono resources and good practices as one of its priority goals. The project was very cautious about the quality of agreements and provided draft agreements and guidelines accordingly.</p> <p>Taking into consideration that the profession of lawyer is not regulated in the Russian Federation, the co-operation on pro bono basis (based on a signed MoU) between the individual lawyers and law firms with a public institution such as the FBO sets an example for others to look into the private sector and civil society for partners. The co-operation between the FBO Office and RBOs with pro bono lawyers gives weight to the practice of pro bono in the Russian Federation, and is one of the first attempts for such regulated co-operation in the country. This co-operation recognised the expertise of the lawyers in one hand and also increases the legitimacy of the decisions of the FBO Office on the other hand, as the decisions made on complicated cases cannot be seen as decisions made solely by representatives of the authorities.</p> <p>Although the large number of pro bono agreements signed between the RBO and pro bono lawyers cannot be solely attributed to the activities of the project, it is worth noting that the number of pro bono agreements at both federal and regional levels has increased</p>

	<p>considerably during the implementation of the project. Project activities contributed to the positive image of the RBO and led to increased interest for the signing of MoU for pro bono work.</p> <p>Throughout its activities, the project has been able to involve some 20% of the lawyers working on pro bono basis with the FBO and RBOs.</p>
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<p>Expected Result 5: Proposals are available on resolving systemic problems of entrepreneurship for the Experts Council under the Ombudsman for the Protection of Entrepreneurs' Rights under the President of the Russian Federation</p>	
<p>Objectively verifiable indicators (OVIs)</p>	<ul style="list-style-type: none"> - Quality and scope of proposals available and taken on board by policymakers
<p>Implementation of the OVIs</p>	<ul style="list-style-type: none"> - The project has produced five technical papers presenting the international standards and good practice examples from CoE member states. - On several occasions, including the Closing Conference of the project, the FBO indicated that he used the background documentation produced by the project to support his position in discussions with other institutions such as the Investigative Committee or the General Prosecutor's Office. At the Closing Conference, he referred to the TPs on the detention and the liability of entrepreneurs for economic crimes and on the criminal liability of corporations as particularly important documents.
<p>Act 5</p>	<ul style="list-style-type: none"> - Preparation of research studies/recommendations on 5-10 issues relevant for the protection of rights of entrepreneurs from corruption identified in co-ordination with the Experts' Council
<p>Deliverables under Act 5</p>	<p>As foreseen in the DoA, a set of topics for analysis was proposed to the project by the Experts Council of the FBO. These were first presented and agreed at the 4th Steering Committee Meeting in April 2015. A total of nine topics were outlined by the Experts Council, some of them overlapping. As result it was agreed that the following five TPs would be prepared within this ER:</p> <ul style="list-style-type: none"> - "Detention and Liability of Entrepreneurs for Economic Crimes and Failure to Execute Contracts" (ECCU-2312-PRECOP-TP1/2015); - "Comparative Analysis of Criminal law, Procedures and Practices concerning Liability of Entrepreneurs for Economic Crimes" (ECCU-PRECOP-TP-3/2015); - Analysis of "International Practice of Criminalisation/Decriminalisation of the Provocation of Bribes as Investigative Action" & "Conflict of Interest and the use of Official Power for Private Gains" (ECCU-PRECOP-TP-4/2015); - "Comparative Analysis of the Liability of Legal Persons

	<p>(Corporate Liability) for Criminal Offences of Corruption” (ECCU-PRECOP-TP-5/2015); and</p> <ul style="list-style-type: none"> - “Regulatory and Supervisory Authorities in Council of Europe Member States Responsible for Inspections and Control of Activities in the Economic Sphere – Structures, Practices and Examples” (ECCU-PRECOP-TP-6/2015).
<p>Activities under Act 5</p>	<p>A total of 5 seminars were organised to present and discuss the findings of the above outlined technical papers. Following is the list of events:</p> <ul style="list-style-type: none"> - “Detention and Liability of Entrepreneurs for Economic Crimes and Failure to Execute Contracts”, in Moscow on 02/07/2015; “International Practice of Criminalisation/Decriminalisation of the Provocation of Bribes as Investigative Action” & “Conflict of Interest and the use of Official Power for Private Gains”, in Moscow on 21/10/2015; - “Regulatory and Supervisory Authorities Responsible for Inspections and Control of Activities in the Economic Sphere”, in Moscow on 21/10/2015; - Liability of Legal Persons (Corporate Liability) for Criminal Offences of Corruption”, in Moscow on 22/10/2015; and - “Criminal law, Procedures and Practices concerning Liability of Entrepreneurs”, in Moscow on 22/10/2015.
<p>Overall assessment of ER 5</p>	<p>The topics of the analysis developed under ER5 were chosen by the Experts Council of the FBO and they address the needs of the beneficiary institution for supporting materials with examples of good practices established in Council of Europe Member States in relation to the subject of the analysis.</p> <p>All documents produced refer to international standards and good practices examples from other countries which, with some adaptation, could be implemented in the Russian Federation. As the papers did not focus on detailed analysis of the circumstances in the Russian Federation, they do not provide specific recommendations for the beneficiary institution; rather they provide guidelines on good practices that can be pursued in the Russian Federation to strengthen the protection mechanisms for entrepreneurs.</p> <p>On several occasions, including the closing conference of the project, the FBO has indicated that he has used the TPs produced under the project to build and support his position in discussions with other institutions such as the Investigative Committee or the General Prosecutors Office. During the closing conference he referred to the TPs on “Detention and liability of entrepreneurs for economic crimes and failure to execute contracts” and the Comparative analysis on “Liability of Legal Persons (Corporate Liability) for criminal offences</p>

	<p>of corruption” as particularly important documents.</p> <p>Below is provided an outline of recent developments that would suggest that there has been action regarding the implementation of some of these good practices.</p> <p>Proposed action: <i>Strengthen the safeguards in the investigation of entrepreneurs and ensuring that detention is used as a last resort measure. Strengthen civil liability for economic crimes. Civil penalties should be prioritised over criminal sanctions as more effective measures for restitution for offences in the economic sphere.</i></p> <p>In his annual address to the Duma, President Vladimir Putin outlined that the current practices and pressure exerted on business by the investigative authorities is unacceptable; furthermore, he outlined that detention for entrepreneurs should be used only as a last resort measure and not as standard practice.</p> <p>Proposed action: <i>Adopt protective measures to safeguard activities of the companies.</i></p> <p>In view of this recommendation, there is already progress made by the authorities in relation to decreasing the pressure on business by introducing a measure that suspends the inspection for certain small businesses for three years in the period between 2016 and 2018. This measure will provide sufficient time for the Ministry of Economic Development to focus on developing the guidelines for introducing Risk-Based Approach Inspections, as well as the introduction of measures that would eliminate overlapping functions of regulatory agencies (proposals are to be submitted by 1st July 2016).</p>
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Expected Result 6: Awareness of the Business Community is raised with regard to the risks of infringement of entrepreneurial rights and possible methods for their protection	
Objectively verifiable indicators (OVIs)	<ul style="list-style-type: none"> - Number of stakeholders and potential multipliers reached by awareness events - Level of awareness within the business community - Quality of case-referrals by business to the Ombudsman
Implementation of the OVIs	<ul style="list-style-type: none"> - The project gathered 426 participants in the seminars organised within the ER, including 27 entrepreneurs and representatives of the business associations and representatives from 71 RBO Offices. - An inter-regional centre for sharing of resources between the RBOs was established in Irkutsk in September 2015. The centre can play an important role in sharing good practices for business and act as a multiplier of results (this is also linked to ER 4).

	<ul style="list-style-type: none"> - The number of cases taken on board by the Federal and RBO has been steadily increasing (see #5.1.3 and Annex III for more details).
Act 6.1	<ul style="list-style-type: none"> - Development of information materials for entrepreneurs and business associations on typologies of corruption risks, corruption cases and on possible protection mechanisms
Deliverables under Act 6.1	<ul style="list-style-type: none"> - ECCU-2312-PRECOP-TP7/2014 - “Corruption Risks and Protection Mechanisms for Entrepreneurs”;
Act 6.2	<ul style="list-style-type: none"> - Provide a reference source and compile recommendations on good governance principles in business (compliance and integrity practices, anti-corruption charters, etc.) as a mechanism to reduce corruption risks
Deliverables under Act 6.2	<ul style="list-style-type: none"> - ECCU-2312-PRECOP-TP2/2015 - “Handbook on Good Governance in Business”.
Act 6.3	<ul style="list-style-type: none"> - Conducting seminars and other public events (eight in total) for the business community to raise awareness of existing forms of participation of entrepreneurs in anti-corruption mechanisms and on implementation of good governance principles and compliance mechanisms.
Activities under Act 6.3	<p>Five (5) Seminars on “Corruption Risks and Protection Mechanisms for Entrepreneurs”</p> <ul style="list-style-type: none"> - In Moscow on 17/12/2014, 35 participants; - In Kazan on 28/01/2015, 25 participants; - In Ufa on 17/02/2015, 70 participants; - In Astrakhan on 21/04/2015, 42 participants; - In St Petersburg on 20/05/2015, 100 participants; <p>Three (3) Seminars on “Corruption Risks, Protection Mechanisms and Good Governance for Business”</p> <ul style="list-style-type: none"> - In Arkhangelsk on 30/06/2015, 44 participants; - In Kaliningrad on 15/07/2015, 53 participants; and - In Irkutsk on 17/09/2015, 57 participants.
Overall assessment of ER 6	<p>The Expected Result 6 focuses on the awareness raising aspect for the risks and the protection mechanisms for entrepreneurs.</p> <p>The seminars organised within the ER reached over 420 participants, including representatives from 71 RBO Offices. Considering that the RBOs are those that are in direct contact with the business sector, the multiplication factor is fairly high. Furthermore, several activities were covered by the media, and the RBOs have added links to the TPs of the project in their websites (more details provided below).</p>

Expected Result 7: ECtHR case law relevant to entrepreneurs' rights and related corrupt practices are made available and disseminated	
Objectively verifiable indicators (OVIs)	<ul style="list-style-type: none"> - Quality of study and degree of reference to situation in RF - Number of stakeholders and potential multipliers reached by awareness events
Implementation of OVIs	<ul style="list-style-type: none"> - In co-ordination with a lawyer from the European Court of Human Rights, the project team selected sixteen (16) cases which were relevant to the situation in the Russian Federation (similar abuses are noted in the analyses of typologies of abuse in the Russian Federation), including six (6) cases which originate from the Russian Federation. - A total of 71 participants attended two seminars on the awareness-raising of the ECtHR case law on the protection of the entrepreneurs' rights. The main target group of these activities were lawyers working on a pro bono basis for the Federal and RBO. - Furthermore, representatives of the ECtHR were invited to address the participants in the study visits to CoE HQ in Strasbourg and present an overview of the courts case law.
Act 7.1	<ul style="list-style-type: none"> - Review of ECtHR case law relevant to the area of infringement of the rights of entrepreneurs from corrupt practices
Deliverables under Act 7.1	<ul style="list-style-type: none"> - ECCU-2312-PRECOP-TP8/2014 - Review of "European Court of Human Rights case law on Protection of Entrepreneurs' Rights"
Act 7.2	<ul style="list-style-type: none"> - Awareness-raising seminars with the business community, federal and regional ombudsperson staff, legal professionals, etc. to disseminate results of ECtHR case law analysis
Activities under Act 7.2	<ul style="list-style-type: none"> - 2 Seminars on the "Case law of the European Court of Human Rights for the Protection of Entrepreneurs' Rights" <ul style="list-style-type: none"> ✓ In Moscow on 18/12/2014, 54 participants; ✓ In Sochi on 20/03/2015, 46 participants; - 1 Study visit to the Council of Europe and the European Court of Human Rights for Lawyers supporting the FBO in the Russian Federation, in Strasbourg on 11-12/02/2014, 12 participants.
Activity No. 7.3 Delivered in 2015	<ul style="list-style-type: none"> - Study visit to ECtHR
Overall assessment of ER 7	Two seminars organised in the Russian Federation provided a venue for legal practitioners to discuss the case law of the ECHR on violations of the rights of entrepreneurs during criminal investigations, in cases of confiscation and asset recovery, protection of property rights and on protection of whistleblowers.

4.2 Additional activities

At the request of the Steering Committee, the results of the project were presented at a side-event during the 6th Conference of Parties on UNCAC (COSP 6) in Saint Petersburg. The project's participation was limited to participation in a dedicated session on 3rd of November 2015. For this purpose, the project team prepared a brochure outlining the project, goals, activities and some of the achievements during the implementation phase.

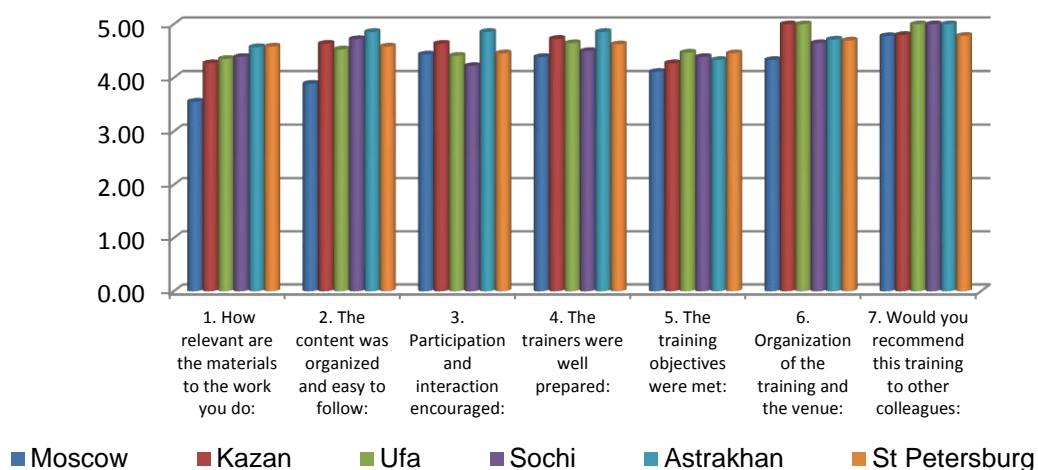
4.3 Assessment of training by participants

The project team solicited, on a regular basis, feedback on the quality of the events from participants. The analysis of feedback and evaluation forms for the training events provided guidelines to update material and agenda to fit to participants needs.

A summary of evaluations by event is presented below

Evaluation forms of participants relating to training activities (Activity 1.2):

1 (very bad) to 5 (very good)



5 EVALUATION OF THE PROJECT

5.1 ROM Evaluation

P4M Evaluation: In the early phase of implementation, PRECOP-RF was a part of an evaluation exercise carried out under the framework of the P4M (“Partnership for Modernisation”) agreement. This exercise focused on the evaluation of the project in terms of its relevance and connections with the Partnership for Modernisation programme of the EU. The EUD-contracted evaluator also inquired about the cooperation with the beneficiary institutions in the Russian Federation, their contribution to the design of the project and the ownership of the local beneficiaries over the project. According to the EUD-contracted evaluator, PRECOP-RF is one of the few if not the only project in which there are additional funds to those from the European Union contributed by the Ordinary Budget of the Council of Europe under the Joint Programme funding framework for the Russian Federation.

ROM Monitoring: A Results-Oriented Monitoring (ROM) of the project took place on 27 November 2013. The project management team supplied all the project documentation to the ROM monitor. The monitoring focused on the results achieved during the implementation of the project; the level of co-operation between EU/CoE and beneficiary institutions; and the quality of design of the project.

According to the monitoring report, the extended inception phase of the project made it difficult to assess output and outcomes at the time of the Monitoring Mission. However, it was noted that there was in fact an expressed interest and great ownership shown by the beneficiaries’ contribution to the project and their willingness of active participation in all of the forthcoming activities. The ROM gave the following grading to the project:

Relevance and quality of design	B
Efficiency of implementation to date	B
Effectiveness to date	C
Impact prospects	B
Potential sustainability	B

5.2 Independent Evaluation

As stated in the DoA, the project team commissioned an independent evaluation to assess project results and estimate potential impact in October 2015. In the following month, evaluators met with Council of Europe Programme Office team members, representatives of the main partners and beneficiaries of the project, Members of the Steering Committee (including EUD) and Council of Europe experts who contributed to the project. A teleconference was subsequently organised with RBO.

The independent evaluation concluded, inter alia, that PRECOP-RF, through the delivery of a dense schedule of outreach activities on topics pertinent to Russian entrepreneurs and entrepreneurs’ associations, had contributed considerably to increase the visibility and knowledge of the Institution of the Ombudsperson. The evaluation highlighted that the

Council of Europe added valuable services with its convening power as a highly-respected, politically-neutral international body with RF membership, ensuring considerable ownership by the institution; high numbers; as well as a high level of attendance in the events.

“(…) the evaluators note the following as key achievements of PRECOP:

- The project has made a contribution to the strengthening of the Institution for the Protection of the Rights of Entrepreneurs of the RF, which, at the beginning of the project, had only been established, through delivering a dense schedule of activities (workshops; seminars; round-tables; technical papers/training material, etc.) throughout the regions of the Russian Federation, thereby increasing the visibility among stakeholders of the institution;
- PRECOP-RF has made a contribution to the shaping, in accordance with international and in particular Council of Europe standards, of key legislation affecting whistleblower protection, and the criminal liability of legal persons; while legislation is in its draft stage;
- The project has made a significant contribution to systematising the relationship between the Institution of the Ombudsman for the Protection of Entrepreneurs and a network of *pro bono* lawyers; while this work had been underway in parallel to PRECOP-RF activities, PRECOP-RF provided the blue print for memoranda of understanding with lawyers and facilitated, through various events, the understanding on the content and nature of cooperation;
- PRECOP-RF contributed to awareness raising on the legal remedies and mechanisms available to businesses and individual entrepreneurs, through the European Court of Human Rights; the project has demonstrated the considerable demand that exists in the RF for this type of activities, in particular in the regions;
- Keeping channels of dialogue and exposure to international standards and practices open between the RF and the Council of Europe secretariat, including in the regions of the RF, during a time of considerable political tension and distrust.

The evaluators made the following recommendations:

- Reaching out to the regions, and beyond that, to the local level appears a priority for projects implemented in the Russian Federation, and future projects should strengthen this dimension to the extent possible.
- Objectives should be framed in terms of change that the investments are expected to effect. They should be elaborated strategically, ideally in line with beneficiaries' institutional development agendas.
- Implementing arrangements for a potential future project should reflect the maximum level of ownership from the partner institution; this means that the coordination role for project activities should ideally be clearer anchored inside the institution.
- Project results frameworks should be developed to support its monitoring and reflection on how results can be improved throughout project duration.
- Staffing levels and profiles should be commensurate with the scope of project activities to allow for sufficient consultations with beneficiaries, reflection, and project monitoring.”

5.3 Evaluation of the potential impact of PRECOP-RF activities

It is not possible at this stage to measure with precision the impact of the project. The review of each expected result gives preliminary elements supporting an analysis of the potential impact. This section provides additional analysis and documentation on the achievement of the specific objective of the project.

The project has contributed to strengthening the position of the FBO as a respected actor in the fight against corruption in the Russian Federation and contributed to strengthening the network of RBOs.

The project engaged over 1,400 participants in its activities, majority of them representing the RBOs. The large number of participants in project activities attests to the strong interest by the beneficiary institutions to learn from good international practices and to implement international standards. Despite the positive signs it is hard to give a clear indication as to how the participation in these events has impacted the policy at regional level.

One way to measure the impact of the project is by taking the network of the FBO and RBOs as example of multiplication factor. The following section provides an overview of the development of the beneficiary institution at federal and regional level to show the potential impact of the project activities.

5.3.1 The Federal Business Ombudsman's Office

The institution has developed greatly during the implementation of the project. It has established good inter-agency co-operation through the participation in working groups with federal ministries, the anti-monopoly authority, the Civic Chamber, the Federal Chamber of Lawyers and the State Duma.

Using this position the FBO took the initiative to push forward the implementation of recommendations from the TPs prepared under the project. This is the case with its involvement in the public debates regarding the introduction of whistleblower legislation, in which the FBO presented the recommendations of the project TPs as grounds for proposing the adoption of new legislation.

It is worth noting that through its cooperation with other public agencies, the FBO was able to influence the adoption of several federal laws as follows:

- Federal Law of 31 December 2014 № 511-FZ on the Introduction of Amendments to the federal law "on the Protection of the Rights of Legal Entities and Private Entrepreneurs in the Context of the Exercise of State Control (Supervision) and Municipal Control" – introduction of the Unified Register of Checks;
- Federal Law of 13 July 2015 № 246-FZ on the Introduction of Amendments to the federal law "on the Protection of the Rights of Legal Entities and Private Entrepreneurs in the Context of the Exercise of State Control (Supervision) and Municipal Control" -

introduction from 1 January 2016 till 31 December 2018 of a temporary ban on inspections of certain small businesses;

- Federal Law of 8 June 2015 № 140-FZ on the voluntary declaration of assets and bank accounts and deposits by individuals and on introducing amendments to certain legislative acts of the Russian Federation- voluntary declaration of property, bank deposits outside Russia and controlled foreign companies by the citizens of Russia;
- Federal Law № 410-FZ of 28 December 2013 on the amendments to the federal law on non-State pension funds and individual legislative acts of the Russian Federation – insurance of bank deposits of individual entrepreneurs. (Articles 6 and 15)

The project team collected additional documentation on the development of the institution at regional level and the follow-up of project recommendations. References in the news concerning various success stories are available in the Annex to document the effective strengthening of the institution.

In December 2015 the FBO employed 33 permanent staff⁷. If this is put in correlation with the 1178 applications lodged by entrepreneurs and handled at the federal level in year 2015 only, then it can be said that the FBOO has made a great progress in strengthening its capacity to streamline and process applications.

5.3.2 Development of the Regional Business Ombudsmen network

In December 2015, all 83 subjects of the Russian Federation had established an RBO thus were part of the network of the Institute of the Business Ombudsman. In the lifespan of the project, RBOs have been gradually appointed and the local legal framework was adopted in almost all subjects of the Russian Federation.

The table below indicates the progressive official appointment of RBOs and the adoption of legal framework to support their activities.

Year	Regional Law establishing BO (cumulative)	RBO established (Cumulative)
2012	2	2
2013	62	50
2014	80	78
2015	82	83

By February 2016, 82 federal subjects of the Russian Federation had adopted regional laws establishing the RBO institution. Murmansk Region has not yet adopted such a law.

In 83 federal subjects of the Russian Federation, RBO have been appointed:

- 75 RBO have been appointed by the Head of the Federal Subject or Head of Regional Parliament and operate on the basis of the regional law;

⁷ Number provided to Secretariat by the FBOO counterparts

- 3 RBO work on a voluntary basis and are endorsed by the FBO, regional laws exist; (Rostov, Saratov and Astrakhan Oblast);
- 1 RBO was appointed by the Head of the Federal Subject and in absence of regional law; (Murmansk Region);
- 2 RBO were appointed by the FBO, regional law is available; (Mordovia and Stavropol region);
- 2 RBO operate on the basis of the regional law and are endorsed by the FBO; (Vladimir and Magadan regions).

71 RBOs effectively participated to PRECOP-RF activities out of the 83 appointed RBOs and many of them have already enjoyed major successes. Many of them have already appointed representatives in other cities under their jurisdictions (Astrakhan, St. Petersburg and Irkutsk RBOs introduced their local partners during project activities). It is evident that the development of the institution at regional level has only started. RBOs enjoyed visibility in the media for their successful involvement to defend entrepreneurs' rights. (See Annex)

Activities contributed to the positive image of the RBOs and the increased interest for the signing of a MoU was a result of increased pro bono work and their high quality standard. The recruitment of pro bono experts proved necessary for ombudspersons to perform their mission. The number of pro bono agreements increased following subsequent PRECOP-RF activities. It reached 581 agreements by the end of 2015 at regional level and a further 49 at federal level. The quality of these agreements also increased thanks to guidelines provided by the project.

Since 2011, 82 lawyers and legal offices have signed an agreement with the Centre for Public Procedures titled "Business against corruption", which became an expert platform for the FBO.

Year	Signatures of agreements between CPP/FBO and pro bono lawyers
2011	9
2012	11
2013	19
2014	20
2015	23

FBO and RBOs published list of pro bono experts on their website:

- <http://ombudsmanbiz.ru/pro-bono-publico> (FBO)
- <http://ombudsmanbiz39.ru/pro-bono-publico/> (Kaliningrad)
- <http://ombudsmanbiz27.ru/pro-bono-publico/> (Khabarovsk)
- http://www.ombudsmanrd.ru/expert_pro_bono (Dagestan)

5.3.3 Implementation of the complaints-management system

Since it launched its activities, the institution of Business Ombudsman has been approached by entrepreneurs 21,664 times. It has received over 20,948 complaints filed by members of

the business community. Some 14,238 complaints have been treated and finalised by regional offices and 2,928 at the federal level. The institution indicated that the amount of resolved complaint reached 80%. In 2015, the number of complaints increased to 50% compared to 2014. A cumulative table of applications received and dealt with by the institution is available in Annex II ([subheading 12.3](#)). The table mentions a cumulative total of 716 cases at both federal and regional levels which were rejected by the institution as irrelevant, given that they considered cases of corporate conflicts and other matters which are not within the scope of the work of the Business Ombudsman institution. (See Annex)

An annual breakdown of the number of applications handled by the federal and the regional offices is provided in the tables below.

The data presented is a summary of the information which is provided by the FBO's Office in several separate extracts from a database. Since the data provided in various documents is not uniform, the project team has taken into account for this summary only data that is consistent across the documents to show a trend of handling of applications at the federal and the regional levels. The period 2013 to 31 July 2013 represents the period before the start of the implementation of the project.

Period 01/01/2012 until 31/07/2013

	Total complaints (submitted in written form)
Complaints received	3769
Federal level	1480
Regional level	2316

Period 01/08/2013-31/12/2013

	Total complaints (submitted in written form)
Complaints received	1455
Federal level	494
Regional level	961

Period 01/01/2014 – 31/12/2014

	Total complaints (submitted in written form)
Complaints received	4590
Federal level	866
Regional level	3724

Period 01/01/2015 – 20/12/2015

	Total complaints (submitted in written form)
Complaints received	11107
Federal level	1178
Regional level	9929

6 COOPERATION WITH STAKEHOLDERS

Cooperation with stakeholders was excellent. The project was able to raise awareness among stakeholders of international standards and good practices, provide recommendations for improvement of the situation in the Russian Federation and what is most important provide training and support capacity building for the institution at both federal and regional levels. The project drew from the expertise of international experts who came from 11 Member States of the Council of Europe. In the majority of cases the experts involved in the project spoke Russian or had previous experience working in the Russian Federation which to a degree contributed to the quality of the analysis as the expert already had some understanding of the circumstances in the Russian Federation.

6.1 State of the Cooperation with beneficiary institution and target groups

The cooperation with the coordinating institution in the Russian Federation was regular, comprehensive and professional. The institution provided support to the CoE in the organisation of activities by undertaking coordination of national authorities. As a result, the capacities of the FBO institution itself, as well as institutional standing among authorities in the Russian Federation were significantly strengthened. Furthermore the FBO throughout the implementation of the project provided the venue for workshops and seminars held in Moscow at no cost for the project.

Other beneficiaries, such as RBO and their staff, including pro bono lawyers, also demonstrated high interest and degree of ownership of the project's activities.

Representatives of local and regional administrations, including law enforcement agencies, contributed to activities mainly in the capacity of speakers, presenting the practices adopted by their institutions. PRECOP-RF activities contributed to improving the working relations between ombudspersons and the decentralised state agencies.

Representatives of business organisations, individual entrepreneurs and compliance officers of large companies also participated in PRECOP-RF activities but at a lower level. Business Ombudspersons and staff of their offices remain in permanent contact with entrepreneurs and several of the RBOs have chosen to publish the PRECOP RF technical papers on their websites as reference material for entrepreneurs.

6.1.1 Contribution of the Russian partners to project implementation:

The contribution of the beneficiary institution to the successful implementation of the project was essential. The FBO office coordinated all stakeholders in the project, furthermore the FBO office provided free of charge the venue for the majority number of activities organised in Moscow. Three activities were held at the Council of Europe Programme Office premises, while one big conference took place at the High School of Economics in Moscow.

Coordination role of the FBO:

The FBO played an important role in co-ordinating the stakeholders in the Russian federation. A National Coordinator appointed by the FBO, undertook to support the project activities on voluntary basis by:

- Coordinating and inviting members of the Steering Committee to the various activities;
- Sending the convocations to all members of the Steering Committee representing Institutions of the Russian Federation; and
- Coordinating and inviting RBO and RBO staff, as well as other stakeholders to PRECOP-RF activities. This set-up provided as an efficient way to mobilise the appropriate audience as well as ensure good representation of RBOs in project activities.

Participation at own costs of Regional Ombudspersons in PRECOP-RF activities

The project activities garnered strong interest among the RBOs the fact that 111 participants to PRECOP-RF activities covered their own costs assuming travel and accommodation costs from their budgets attests to the level of appreciation the project enjoyed but also the commitment of the RBOs to attending and benefiting from these events.

Furthermore the costs relating to the travel and accommodation of 49 RBOs (62% of appointed RBOs), who attended the Closing Conference on 11 December 2015, were born by the RBOs themselves through the budgets of their institutions.

Support from Regional Ombudsperson Office for the organisation of regional events:

The PRECOP-RF project team organised nine activities in the Russian Federation outside of Moscow. The support of the staff of the RBO in the organisation of these events was very important.

The RBOs contributed to the implementation of the project agenda by liaising with public administration and business sector representatives and facilitating their participation. This helped strengthen their position and visibility as a reliable partner at a local level and also provided an impetus towards better interagency cooperation.

The RBO offices assisted the project team by covering the costs of some lunches and organising social events at their own costs.

The RBO's offices provided essential support to facilitate relations with the regional service providers so that the Council of Europe regulation on public procurement was fully respected. Regional activities enjoyed large media coverage as documented in the Annex.

6.2 Status of cooperation with third parties

Relations with target groups were directly managed by the Federal and Regional Ombudsperson institutions.

The development of inter-agency cooperation, including the co-operation with law enforcement bodies is an important task for the FBO and RBOs alike. In view of this representatives of law enforcement were systematically given the opportunity to present during regional activities organised within the project. This approach promoted the creation of linkages between the RBOs and the law enforcement authorities, but also helped increase the visibility of the beneficiary institution vis-à-vis the other institutions.

7 CHALLENGES AND LESSONS LEARNED

7.1 Major challenges and lessons learnt

The project experienced an increased pace in the delivery of activities in the second half of the implementation phase, caused by a limitation in the absorption capacity of the main beneficiary institution in the first year and by unforeseen changes in the CoE project team.

The project suffered from several changes in the team in charge of the implementation of the project. During the implementation two local senior project officers left the project team and the organisation to pursue personal goals. The first senior project officer left in September 2014, after having worked one year in the implementation. The second left the organisation in August 2015 after having worked nine months. From September to December 2015, the project team in Moscow did not have a project officer. In September 2015, a second project assistant was recruited to support the project implementation of activities until the end of the project.

These changes in staff can be attributed to the following:

- Strong competition for highly qualified staff in Moscow;
- The contractual policy of the Council of Europe, especially with regards to staff working on project implementation does not provide for long-term contracts that go beyond the length of the project. This has resulted with lack of commitment by staff when more long-term opportunities arise.

To support the implementation of the project, the beneficiary institution appointed a national co-ordinator from the Experts Council of the FBO's office, who undertook this role on a voluntary basis. Although the quality and commitment of the coordinator were not in question, the project team had to depend on staff of the institution to implement activities which were not in the scope and responsibilities of the Experts Council.

It is recommended that in a future project the beneficiary institution appoints a permanent focal point within the administration of the FBO to follow implementation and assess activities. This would allow for direct communication and access to certain information, especially statistical data, which can directly be accessed by FBOO staff only.

7.2 Arguments in favour of a second phase of PRECOP

The Federal Business Ombudsman, Boris Titov visited the Council of Europe on 9-10 April 2015 to discuss the implementation of the PRECOP-RF project and the subsequent follow-up activities. In a string of high level meetings with CoE officials he also met with the Secretary General of CoE Thorbjørn Jagland to discuss the co-operation between the CoE and the Russian Federation.

During the visit praised the effects of the Council of Europe's intervention through PRECOP and proposed that a second phase of the project is implemented. He requested that the follow up project have a specific focus on tackling corrupt practices at the municipal level.

RBOs in many occasions during project activities have highlighted that corrupt practices affecting entrepreneurs were particularly virulent in the following areas:

- Public procurement at State and municipal levels;
- Public services at State and municipal levels, including those services that pertain to licenses and permits;
- Land and property registration at the municipal level;
- State and municipal inspections;
- Arbitrary rulemaking at municipal level.

PRECOP II would therefore contribute to the collation of examples of such malpractices at municipal level, which will form the basis for expert analysis. This will, in turn, be the starting point for multi-stakeholder discussions and subsequently, the issuing of recommendations for legislative and policy change at the respective level of government. Crucially, widening the evidence base on obstacles that entrepreneurs face on the ground will increase the capacity of the Regional and the FBO institutions to advocate for entrepreneurs' rights.

A needs assessment which took place in December 2015, concluded that PRECOP II should aim to provide the following:

- 1) Strengthen corruption prevention measures through legislative and policy recommendations that address corrupt practices which affect businesses at the regional and municipal levels in the Russian Federation; and
- 2) Strengthen the institution of the Ombudsman for the Protection of the Rights of Entrepreneurs at regional and federal levels.

The project would address issues such as:

- Improving public procurement processes at municipal level;
- Increase the capacities of the FBO and RBO with regards to inspections and other forms of state control over businesses;
- Capacities of the Regional Business Ombudsmen are strengthened with regards to the institutions' ability to effectively take forward entrepreneurs' complaints about corruption; and
- Increase capacities and role of the Federal and Regional Business Ombudsmen in addressing and preventing corruption

Beyond the overall and specific objectives of the project, PRECOP II should indirectly contribute to the development of democracy in the Russian Federation at the local and regional levels, by increasing the demand and delivery of greater transparency; accountability; and human rights at these levels of government. Another indirect impact of the project will be the continued exposure of RF stakeholders to international standards, best practices, and expertise and thus, maintaining a link to the wider international community."

8 VISIBILITY ACTIONS

Bilingual project website (English and Russian) was set up under the Council of Europe Economic Crime and Cooperation Unit web portal and was regularly updated with project news, upcoming events and outputs: www.coe.int/precop.

The screenshot shows a webpage from the Council of Europe website. The header includes the Council of Europe logo and navigation menus for 'Human Rights', 'Democracy', 'Rule of Law', 'Organisation', '47 Countries', 'Topics', and 'Newsroom'. The main content area is titled 'Action against economic crime' and features a sub-header 'Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices - PRECOP RF'. The page is co-funded by the European Union and the Council of Europe. It includes sections for 'PROJECT DOCUMENTATION & DELIVERIES', 'WORKPLAN/SCHEDULE', 'REPORT / REFERENCES', 'MAIN ACTIVITIES', 'PHOTO GALLERY', 'CONTACTS', and 'PRECOP website in Russian'. The text describes the project's goals, such as strengthening the capacity of the Business Ombudsman institutions and protecting the rights of entrepreneurs in the Russian Federation from corrupt practices.

Programme visibility was ensured through the inclusion of the project logo on the website and each project document. For each activity, the logo of the project was screened. In addition, visibility material such as document folders and notepads were being used and handed out at each activity.

The project ensured the visibility of the EU's contribution at all stages of its activities. The Council of Europe took all appropriate measures to publicise the fact that the project was financed by the European Union and the Council of Europe. All reporting and information used and disseminated acknowledge that project activities were "Co-Funded by the European Union and the Council of Europe, implemented by the Council of Europe" by also displaying in an appropriate way the European Union logo.

All publications included the following disclaimer: "This document has been commissioned by the PRECOP-RF project team and was prepared by an expert. The views expressed herein

are those of the expert and can in no way be taken to reflect the official opinion of the European Union and/or of the Council of Europe.”

Beneficiary institution published all technical papers on its website with a reference to the Council of Europe and the European Union co-funding the project:

<http://ombudsmanbiz.ru/prekop-rf/>

<http://ombudsmanbiz.ru/2016/01/technicheskie-dokumenty/>

RBO also published Technical papers and links to the project website on their websites; following are links to several RBO websites:

Arkhangelsk Region	http://ombudsmanbiz29.ru/okumenty/
Irkutsk Region	http://www.ombudsmanbiz-irk.ru/documents/
	http://nocorruption38.ru/about/precop.php
Kaliningrad Oblast	http://ombudsmanbiz39.ru/prekop-rf/
Krasnodar Region	http://ombudsmanbiz.ru/prekop-rf/
Sverdlovsk Region:	http://uzpp.midural.ru/article/show/id/178/

9 CONCLUSIONS

PRECOP RF was a challenging project which tackled some sensitive issues for the Russian society. Although some time has passed since the country has moved to a market economy, still there is a quiet negative view among the general population on entrepreneurial activity. A remnant from the previous system this negative view of the entrepreneurship is in many cases also shared by those in high position. This then results with high level of pressure on business from officials who consider that it is their right to exercise powers (in many cases not vested in them) to pressure entrepreneurs including the extortion of bribes and in worst case scenarios even attempt to interrupt or take over their business.

Recognising the above authorities have undertaken measures to address the problem, one of these measures was the introduction of the FBO, the main beneficiary and counterparts in the project.

The sensitive nature of the issues dealt with by the project as well as political developments in 2014 warranted that the project is confined to the technical aspects of the cooperation, and does not seek to go beyond that in insisting for implementation of recommendations from TPs which in cases also required legislative reform. Instead the FBO Office undertook to further present the recommendations of the project to the authorities and to follow up on their implementation.

The implementation rate of project activities reached 100%, in line with the workplan of the project adopted at the inception phase. It can be concluded that overall the PRECOP-RF project achieved its intended purpose and expected results. It obtained systemic impact by delivering assistance to Federal and Regional Ombudsperson institutions.

The results can be assessed as positive, given that the project contributed to strengthen a recently established institution and its regional network. It also contributed to raising awareness on the Council of Europe's anti-corruption standards and challenged the private sector to play an active role to combat corrupt practices.

In the lifespan of the project, the institution of FBO gradually intensified its activities and increased its credibility as a respected actor in the fight against corruption in the Russian Federation. The institution has become a reliable interlocutor to the business community, and it presents its voice in front of the other public institutions. RBO were appointed in 83 subjects of the country. 71 out of 83 RBO offices effectively contributed to PRECOP-RF activities.

The institution achieved some success in influencing the drafting process of legal and administrative acts. The Experts Council of the FBO was provided by the project with background studies to support the advocacy activities of the institution and to propose the review of legislative acts interfering with the rights of entrepreneurs. The institution successfully co-operated with other public authorities on the drafting of several laws adopted at federal level.

The project supported the regulation of the relationship between the Federal and RBO and pro bono lawyers through the introduction of standard MOUs for cooperation.

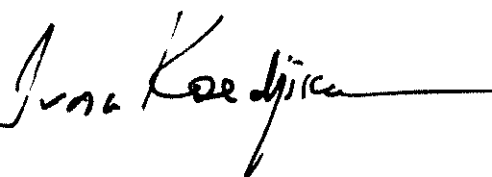
PRECOP contributed to raising awareness on compliance and integrity practices as a mechanism to reduce corruption risks and also organised several awareness-raising activities on European Court of Human Rights case law. It contributed towards raising awareness among institutions on the Recommendation of the Committee of Ministers on whistleblower protection (CM/Rec(2014)7) etc.

Considering the results of the PRECOP RF, the beneficiary institution and its regional network has become a strong proponent and supporter of a follow up project. Taking into account this strong support the Steering Committee for the Cooperation Priorities between the Council of Europe and the Russian Federation, a body of senior officials, has endorsed the concept for a follow up project (PRECOP II) which was developed by the Action against Crime Department of the DGI.

The Council of Europe is exploring all means to fund this second phase, and seeks to start the implementation during year 2016.

MAE responsible for the implementation of the project: DGI-Action against Crime Department

Name of the contact person: Ivan KOEDJIKOV, Head of Action against Crime Department

Signature: 

Date report sent:

10 LIST OF ANNEXES:

1. Work Plan;
2. Statistics and data;
3. List of technical papers;
4. List of Experts Recommendations established in the lifespan of PRECOP-RF project;
5. Newspaper and media reviews;

11 ANNEX I: WORKPLAN⁸



2312-PRECOP-WPlan
-final.pdf

⁸ The print copy of the workplan is a condensed version, the clickable pdf on the electronic version of the report is the detailed workplan

Expected Result No. 3	Objectively Verifiable indicators OVI(s)	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Proposals are available to strengthen measures to prevent the misuse of public authorities in corporate conflicts, eliminating competition and forced takeovers	Quality and scope of proposals available and taken on board by policymakers																																				
Activities		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Inputs/Actions																																					
3.1	Comparative analysis of integrity and rule of law measures in CoE member-states and other international experience to prevent the misuse of public authorities in: a) corporate conflicts; b) eliminating competition; and c) forced takeovers																																				
3.2	Development of proposals to strengthen integrity and rule of law measures to prevent the abuse of public authorities in: a) corporate conflicts; b) eliminating competition; and c) forced takeovers																																				
	Workshop on strengthening integrity and rule of law measures to prevent the abuse of public authorities in: a) corporate conflicts; b) eliminating competition; and c) forced takeovers																																				
Expected Result No. 4	Objectively Verifiable indicators OVI(s)	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Practice of pro bono legal assistance in the protection of the rights of entrepreneurs is expanded	<ul style="list-style-type: none"> Number of pro bono agreements between the Ombudsman and legal professionals Number of stakeholders and potential multipliers reached by awareness events 																																				
Activities		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Inputs/Actions																																					
4.1	Comparative analysis of international and Russian practices and principles for pro bono work, including issues of incentives, as well as professional standards																																				
4.2	Proposals for improvement of pro bono services of lawyers and legal associations and professional standards in this area																																				
4.3	Conducting seminars and awareness events for legal associations and professionals for purposes of sharing practices of pro bono service																																				
	Study visit																																				
Expected Result No. 5	Objectively Verifiable indicators OVI(s)	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Proposals are available on resolving systemic problems of entrepreneurship for the Experts' Council under the Ombudsman for the Protection of Entrepreneurs' Rights under the President of the Russian Federation	Quality and scope of proposals available and taken on board by policymakers																																				
Activities		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Inputs/Actions																																					
5.1	Preparation of research studies / recommendations on 5-10 issues relevant for the protection of rights of entrepreneurs from corruption identified in coordination with the Experts' Council																																				

Expected Result No. 6	Objectively Verifiable indicators OVI(s)	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Awareness of the business community is raised with regard to the risks of infringement of entrepreneurial rights and possible methods for their protection	<ul style="list-style-type: none"> • Number of stakeholders and potential multipliers reached by awareness events • Level of awareness within the business community • Quality of case-referrals by business to the Ombudsman 																																					
Activities		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Inputs/Actions																																						
6.1	Development of information materials for entrepreneurs and business associations on typologies of corruption risks, corruption cases, and on possible protection mechanisms																																					
6.2	Provide a reference source and compile recommendations on good governance principles in business (compliance and integrity practices, anti-corruption charters, etc.) as a mechanism to reduce corruption risks																																					
6.3	Conducting seminars and other public events (eight in total) for the business community to raise awareness of existing forms of participation of entrepreneurs in anti-corruption mechanisms and on implementation of good governance principles and compliance																																					
Expected Result No. 7	Objectively Verifiable indicators OVI(s)	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
ECtHR-case law relevant to entrepreneurs rights	• Quality of study and degree of reference to																																					
Activities		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Inputs/Actions																																						
7.1	Review of ECtHR-case law relevant to the area of protection of the rights of entrepreneurs from corrupt practices																																					
7.2	Organize two awareness-raising seminars with business community, federal and regional ombudsman staff, legal professionals, etc. to disseminate results of ECtHR case law analysis																																					
	Study Visit to ECtHR																																					

SC Meetings																																						
Start-up activities																																						
Launching Conference																																						
Inception Report																																						
Progress/Annual Report																																						
Evaluation Process/Report																																						
Final Conference and Reporting																																						

12 ANNEX II: STATISTICS AND DATA

12.1 Global Participation in technical assistance activities:

Work plan ref	Activities	Date	Men	% Male	Women	% Female	Total participants
7.3	Study Visit	06/12/2013	11	64.71	6	35.29	17
1.1	Workshop	17/12/2013	18	64.29	10	35.71	28
4.3	Study visit	11-12/02/2014	12	75.00	4	25.00	16
3.2	Workshop	14-15/04/2014	24	58.54	17	41.46	41
2.2	Workshop	17/04/2014	12	41.38	17	58.62	29
4.3	Workshop	04/06/2014	24	54.55	20	45.45	44
4.3	Workshop	06/06/2014	25	64.10	14	35.90	39
1.2	Training	24-25/09/2014	22	62.86	13	37.14	35
1.2	Study Visit	13-14/11/2014	16	61.54	10	38.46	26
6.3	Seminar	17/12/2014	15	42.86	20	57.14	35
7.2	Seminar	18/12/2015	26	48.15	28	51.85	54
1.2	Training	29-30/01/2015	34	79.07	9	20.93	43
6.3	Seminar	28/01/2015	18	72.00	7	28.00	25
1.2	Training	18-19/02/2015	24	66.67	12	33.33	36
6.3	Seminar	17/02/2015	50	71.43	20	28.57	70
1.2	Training	18-19/03/2015	20	55.56	16	44.44	36
7.2	Seminar	20/03/2015	27	58.70	19	41.30	46
2.2	HSE - international conf.	02/04/2015	57	70.37	24	29.63	81
7.3	High Level Visit to HQ	9-10/04/2015	7	58.33	5	41.67	12
1.2	Training	22-23/04/2015	19	73.08	7	26.92	26
6.3	Seminar	21/04/2015	28	66.67	14	33.33	42
1.2	Training	18-19/05/2015	25	58.14	18	41.86	43
6.3	Seminar	20/05/2015	64	64.00	36	36.00	100
5.1	Seminar	02/07/2015	14	66.67	7	33.33	21
4.3	Workshop	29/06/2015	18	47.37	20	52.63	38
6.3	Seminar	30/06/2015	27	61.36	17	38.64	44
4.3	Workshop	14/07/2015	29	60.42	19	39.58	48
6.3	Seminar	15/07/2015	36	67.92	17	32.08	53
4.3	Workshop	16/09/2015	32	61.54	20	38.46	52
6.3	Seminar	17/09/2015	38	66.67	19	33.33	57
5.1	Seminar	21/10/2015	15	62.50	9	37.50	24
5.1	Seminar	21/10/2015	11	50.00	11	50.00	22
5.1	Seminar	22/10/2015	14	51.85	13	48.15	27
5.1	Seminar	22/10/2015	11	55.00	9	45.00	20
1.2	Study visit	12-13/11/2015	20	64.52	11	35.48	31
-	UNCAC Side event	03/11/2015	105	62.87	62	37.13	167
	Total participants PRECOP		948		580		1528
	Gender Average PRECOP 2015			62.91		37.09	

12.2 Data on Regional Business Ombudspersons:

#	Federal subject of the Russian Federation	Federal district of the Russian Federation	Date of start of work of Institute	Staff units according to the staff list		Pro-bono agreements
				Total approved	In fact employed	
1	Altai Krai	Siberian FD	01/10/2013	4	4	3
2	Amur Oblast	Far Eastern FD	15/09/2014	0	0	0
3	Arkhangelsk Oblast	Northwestern FD	25/03/2013	5	3	8
4	Astrakhan Oblast	Southern FD	09/11/2012	0	1	4
5	Belgorod Oblast	Central FD	04/03/2014	0	0	7
6	Bryansk Oblast	Central FD	01/01/2014	2	2	0
7	Vladimir Oblast	Central FD	11/02/2014	2	2	4
8	Volgograd Oblast	Southern FD	25/02/2013	0	13	11
9	Vologda Oblast	Northwestern FD	01/08/2013	2	2	10
10	Voronezh Oblast	Central FD	03/10/2012	0	0	8
11	Moscow	Central FD	13/01/2014	13	12	14
12	Saint Petersburg	North-western FD	24/03/2014	15	15	1
13	Jewish Autonomous Okrug	Far Eastern FD	27/03/2014	3	2	0
14	Zabaykalsky Krai	Siberian FD	13/10/2014	4	2	5
15	Ivanovo Oblast	Central FD	01/03/2013	2	2	0
16	Irkutsk Oblast	Siberian FD	09/01/2014	10	7	8
17	Kabardino-Balkaria Republic	North Caucasian FD	10/06/2013	3	3	9
18	Kaliningrad Oblast	Northwestern FD	17/03/2014	5	5	0
19	Kaluga Oblast	Central FD	01/11/2013	9	7	2
20	Kamchatka Krai	Far Eastern FD	04/04/2013	1	1	3
21	Karachay-Cherkess Republic	North Caucasian FD	19/11/2013	6	3	0
22	Kemerovo Oblast	Siberian FD	03/07/2013	3	3	1
23	Kirov Oblast	Volga FD	03/03/2014	5	5	0
24	Kostroma Oblast	Central FD	19/01/2015	2	2	0
25	Krasnodar Krai	Southern FD	09/12/2013	15	13	3
26	Krasnoyarsk Krai	Siberian FD	25/06/2015	2	2	3
27	Kurgan Oblast	Ural FD	22/04/2014	1	0	0
28	Kursk Oblast	Central FD	17/07/2013	3	3	17
29	Leningrad Oblast	North-western FD	01/08/2014	3	4	5
30	Lipetsk Oblast	Central FD	13/04/2015	4	4	6

31	Magadan Oblast	Far Eastern FD				
32	Moscow Oblast	Central FD	01/03/2014	16	12	38
33	Murmansk Oblast	North-western FD	13/12/2013	0	1	1
34	Nenets Autonomous Okrug	North-western FD	23/08/2013	1	1	2
35	Nizhny Novgorod Oblast	Volda FD	01/10/2012	6	6	2
36	Novgorod Oblast	North-western FD	03/02/2014	3	2	8
37	Novosibirsk Oblast	Siberian FD	01/06/2014	11	9	7
38	Omsk Oblast	Siberian FD	16/06/2014	4	3	1
39	Orenburg Oblast	Volga FD	14/07/2014	1	1	1
40	Oryol Oblast	Central FD	06/06/2013	3	3	6
41	Penza Oblast	Volga FD	11/03/2013	2	2	6
42	Perm Krai	Volga FD	15/02/2013	10	8	5
43	Primorsky Krai	Far Eastern FD	29/11/2012	7	7	8
44	Pskov Oblast	North-western FD	09/11/2012	2	1	3
45	Adygea, Republic of	Southern FD	21/08/2013	2	2	7
46	Altai Republic	Siberian FD	30/06/2013	5	5	6
47	Republic of Bashkortostan,	Volga FD	05/2012	10	9	32
48	Republic of Buryatia,	Siberian FD	05/11/2014	2	2	3
49	Republic of Dagestan,	North Caucasian FD	01/02/2013	7	7	39
50	Republic of Ingushetia,	North Caucasian FD	25/07/2012	7	6	1
51	Republic of Kalmykia,	Southern FD	20/09/2012	3	3	1
52	Republic of Karelia,	North-western FD	19/02/2013		2	12
53	Komi Republic	North-western FD	01/08/2013	2	1	8
54	Mari El Republic	Volga FD	21/11/2013			0
55	Republic of Mordovia,	Volga FD	27/09/2013	2	2	13
56	Sakha (Yakutia) Republic	Far Eastern FD	01/01/2014	2	2	21
57	Republic of North Ossetia- Alania,	North Caucasian FD	01/06/2013	2	2	0
58	Republic of Tatarstan,	Volga FD	25/01/2013	4	4	13
59	Tyva Republic	Siberian FD	17/12/2014	1	1	3

60	Republic of Khakassia,	Siberian FD	19/05/2014		1	2
61	Rostov Oblast	Southern FD	18/02/2013	5	5	13
62	Ryazan Oblast	Central FD	06/05/2015	4	1	0
63	Samara Oblast	Volga FD	06/08/2013	4	4	3
64	Saratov Oblast	Volga FD	04/2013	0	3	0
65	Sakhalin Oblast	Far East FD	07/03/2014	1	3	10
66	Sverdlovsk Oblast	Ural FD	22/10/2012	11	11	41
67	Smolensk Oblast	Central FD	10/07/2014	4	4	5
68	Stavropol Krai	North Caucasian FD	10/12/2012	0	1	3
69	Tambov Oblast	Central FD	09/2013	1	1	8
70	Tver Oblast	Central FD	08/07/2014	4	2	6
71	Tomsk Oblast	Siberian FD	04/07/2014	7	6	6
72	Tula Oblast	Central FD	01/04/2013	3	3	15
73	Tyumen Oblast	Ural FD	10/06/2013	3	3	0
74	Udmurt Republic	Volga FD	14/11/2013	4	4	7
75	Ulyanovsk Oblast	Volga FD	24/05/2011	3	3	6
76	Khabarovsk Krai	Far Eastern FD	11/02/2014	7	7	7
77	Khanty-Mansi Autonomous Okrug-Yugra	Ural FD	29/07/2013	10	10	3
78	Chelyabinsk Oblast	Ural FD	10/12/2012	6	6	33
79	Chechen Republic	North Caucasian FD	22/01/2013	11	10	0
80	Chuvash Republic	Volga FD	14/10/2013	4	4	11
81	Chukotka Autonomous Okrug	Far Eastern FD	09/04/2014	0	1	4
82	Yamalo-Nenets Autonomous okrug	Ural FD	01/06/2013	6	6	5
83	Yaroslavl Oblast	Central FD	01/10/2013	8	8	14
			Totals	345	333	581

**12.3 Statistics on complaints received by the FBO Office and the RBO Offices
between 01.07.2012 and 31.12.2015**

Category	Total complaints (submitted in written form)	At work, number of complaints	Being monitored, number of complaints	Finalised, number of complaints
Administrative cases	18 551	3 282	135	15 134
Federal level	2 819	823	135	1 861
Regional level	15 732	2 459	0	13 273
Criminal cases	2 397	365	0	2 032
Federal level	1 199	132	0	1 067
Regional level	1 198	233	0	965
TOTAL complains (administrative, criminal cases)	20 948	3 647	135	17 166
Federal level	4 018	955	135	2 928
Regional level	16 930	2 692	0	14 238
Irrelevant cases (corporate conflicts, etc.)	716	0	0	716
TOTAL complaints (including irrelevant cases)	21 664	3 647	135	17 882

(Source FBO)

№	Received by the RBO Offices	As of 31.12.2015
1	Total complains	18 457
1.1.	including: complains addressed to Mr Boris Titov - FBO and then forwarded to the regions (since 01.07.2012)	1 527
	including:	
1.1.1.	Administrative cases	1 272
1.1.2.	Criminal cases	255
1.2.	including: complains addressed to the RBO Offices and received in the regions	16 930
	including:	
1.2.1.	Administrative cases	15 732
1.2.2.	Criminal cases	1 198
1.3.	Total finalised, number of complaints	15 340
	including:	
1.3.1.	Finalised, number of complaints, addressed to the FBO	1 102
1.3.2.	Finalised, number of complaints, addressed to the RBO	14 238
1.4.	Total at work, number of complaints	3 117
	including:	
1.4.1.	At work, number of complaints, addressed to the FBO	425
1.4.2.	At work, number of complaints, addressed to the RBO	2 692

(Source FBO)

13 ANNEX III: LIST OF PRECOP-RF TECHNICAL PAPERS (2013-2015)

Prepared by	Title	Work Plan Reference	Date
Ms Vera Devine	Technical Paper 7: Follow up activities to PRECOP-RF project	N/A	2015
Mr Florentin Blanc Ms Giuseppa Ottimofiore	Technical Paper 6: Regulatory and Supervisory Authorities in Council of Europe Member States Responsible for Inspections and Control of Activities in the Economic Sphere – structures, practices and examples	5.1	2015
Mr Georgi Rupchev	Technical Paper 5: Comparative analysis of the Liability of Legal Persons (Corporate Liability) for Criminal Offences of Corruption	5.1	2015
Mr Yves Moiny	Technical Paper 4: Analysis of International Practice of Criminalisation/Decriminalisation of the Provocation of Bribes as Investigative Action & Conflict of Interest and the use of Official Power for Private Gains	5.1	2015
Mr Francesco Clementucci	Technical Paper 3: Comparative analysis of criminal law, procedures and practices concerning liability of entrepreneurs	5.1	2015
Mr Yves-Marie Doublet Mr Anatoly Yakorev	Technical Paper 2: Handbook on Good Governance in Business	6.2	2015
Ms Mjriana Visentin	Technical Paper 1: “Detention and liability of entrepreneurs for economic crimes and failure to execute contracts”	5.1	2015
	Technical paper 8: Review of European Court of Human Rights case law on protection of entrepreneurs’ rights	7.1	2014
Mr Georgi Rupchev Mr Yves Moiny	Technical paper 7: Corruption risks and protection mechanisms for entrepreneurs in the Russian Federation	6.1	2014

Mr Alexey Kudryashov			
Ms Dina Krylova Mr Anton Sviridenko	Technical Paper 6: Training manual on “Good practices on anti-corruption and functioning of RBO’s Offices”	1.2	2014
Mr Andrey Porfiriev Ms Marieanne McKeown	Technical Paper 5: Comparative Analysis of International and Russian Pro Bono Practice	4.1	2014
Ms Anna Myers Mr Paul Stephenson Mr Anton Pominov	Technical Paper 4: Proposals to regulate whistleblower protection in the Russian Federation	2.2	2014
Ms Anna Myers Mr Paul Stephenson Mr Anton Pominov	Technical Paper 3: Comparative analysis of practices for protection of whistleblowers in the area of corruption in CoE Member States	2.1	2014
Mr Valts Kalnins Ms Mjriana Visentin Mr Vsevolod Sazonov	Technical Paper 2: Proposals for strengthening the prevention of misuse of public authority in the corporate sector in the Russian Federation	3.2	2014
Mr Valts Kalnins Ms Mjriana Visentin Mr Vsevolod Sazonov	Technical Paper 1: Comparative analysis on preventing misuse of public authority in the corporate sector	3.1	2014
Mr Matthias Morgner Ms Dina Vladimirovna Krylova	Technical Paper 1: Comparative analysis of “International and Russian experience in terms of powers, competencies and practices of Business Ombudsman Institution”	1.1	2013

14 ANNEX IV: LIST OF EXPERTS RECOMMENDATIONS ESTABLISHED IN THE LIFESPAN OF PRECOP-RF PROJECT (2013-2015)

Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices – PRECOP-RF

List of Experts Recommendations established in the lifespan of PRECOP project (2013-2015)

Objective:

PRECOP project produced 14 (fourteen) technical papers between 2013 and 2015.

The findings from the technical papers (TP) and the discussions in the workshops and seminars have resulted with the drafting of recommendations by experts relating to the issues analysed in the papers and discussed at these workshops.

14.1 List of recommendations of experts per technical paper discussed during seminars/workshops:

Year	Technical Paper Reference, title and author(s)
2013	ECCU-2312-PRECOP-TP1/2013 - Comparative analysis of “International and Russian experience in terms of powers, competencies and practices of Business Ombudsman Institution” <i>Authors: Matthias Morgner and Dina Krylova</i>
	<ol style="list-style-type: none"> 1. (...) The resources available to the FBO at the current stage are not sufficient to cope with an increased workload and excessive flow of complaints relating to the violation of the rights of entrepreneurs; 2. Resources could be increased, for example, by providing a possibility to business associations to implement certain functions relating protection of the rights of entrepreneurs. Associations can pass complaints from entrepreneurs addressed thereto, to the Ombudsman to take action, while doing most of the work on complaints themselves upon agreement with the Ombudsman. Thus complaints could be considered in an accelerated procedure; 3. In order to reduce the number of violations of the rights of entrepreneurs, the Ombudsman must contribute to the efforts aimed to increasing the rule of law and ensuring that there is a decrease in the risks of abuse of power by officials. For this purpose it may be beneficial to ensure the enforcement of disciplinary measures against such officials; 4. Further define the admissibility criteria for requests lodged with the Business Ombudsman Institutions; This additional clarification would enable the Business Ombudsman institution would decrease the case load while at the same time providing for a more efficient use of the resources available to the Ombudsman;

5. Extend powers of the FBO to examine not only complaints filed by individuals and companies but also by business communities in order to solve systemic problems and protect entrepreneurs' that do not want to file claims on their own due to various reasons;
6. Identify enforcement mechanisms and instruments that would enable the Federal Ombudsman to exercise the control of federal and regional bodies in the area of the entrepreneur's rights protection, as stipulated by the Law on Federal Ombudsman for Protection of Entrepreneurs Rights;
7. International cooperation is a valuable source of knowledge and information that has an important influence on the Ombudsman's outlook, and helps to introduce high values and institutional standards in their work. The knowledge of the world's and national best practices in protecting the rights of employers and countering corruption will significantly assess the level of competence of the Ombudsman;
8. Strengthening cooperation with the regional expert community is very valuable, considering the high level of expertise of some distinguished regional universities and expert organizations. Such cooperation will ensure high professionalism in considering complaints and applications relating to serious systemic problems and providing effective responses.
9. Encouraging entrepreneurs to improve their understanding of legislation in place for protection of their rights to ensure that they reject corruption. is also an important part of the activities of the Ombudsman;
10. The Business Ombudsman should use the broad access to the media, to actively promote the fight against corruption and support the efforts of the business community in this regard. Conduct regular and systemic monitoring of the activities of the Regional Ombudsperson, and on the basis of the monitoring reports publish annual rating /ranking of the government bodies at the Federal and regional level regarding their observance of entrepreneurs' rights. Such rating would serve as an assessments of the level of the enforcement of the law and the respect for entrepreneurs rights;
11. There is a need for continuous training of the RBOs including training for the support staff; currently there is no formal training programme for the RBOs and the personnel in their offices. Based on an assessment of the training needs it turns that in addition to training regarding their activities the RBOs would also benefit from training on the basic anti-corruption concepts;
12. Make efforts to further increase the interaction of Business Associations with the Business Ombudsman; this is particularly important at the regional level. This cooperation with the regional offices of the largest business associations may be very useful for the RBOs as these associations may greatly contribute to the identification of various typologies of infringement of entrepreneurs rights. Furthermore in cooperation with legal associations the Business Associations may serve as a great resource for reviewing of applications by various entrepreneurs, as is the case at the Federal Level;
13. Make efforts to further expand the pro bono assistance to the RBOs; In this regard, the study of international experience of «pro bono» legal aid and its widespread use for the

support of the Business Ombudsman would be particularly valuable, especially for the Ombudspersons working at the regional level.

2014	ECCU-2312-PRECOP-TP2/2014 - Proposals for the strengthening the prevention of the misuse of public authority in the corporate sector in the Russian Federation <i>Authors: Valts Kalnins, Mjriana Visentin and Vsevolod Sazonov</i>
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Technical paper comprises 66 Experts recommendations in the following areas:

1. Criminal Procedure

- a. Prevention of misuse in criminal investigation;
- b. Search,
- c. seizure and confiscation;
- d. Preclusive effects in criminal cases;
- e. Corporate liability for criminal offences;
- f. Liability for corruption in the private sector;
- g. Overuse and misuse of the criminal law in the regulation of business activity;

2. Civil Procedure

- a. Prevention of procedural abuse;
- b. Interlocutory injunctions in civil matters;
- c. Preclusive effects in civil and commercial cases;
- d. Limits to the protection of good faith purchasers;
- e. Misuse of insolvency proceedings;

3. Administrative Procedure

- a. Registration of legal entities and the role of notaries;
- b. Administrative judicial review and State liability for damages;
- c. Administrative inspections;
- d. Implementation of competition policies

Outcomes of Workshop on “Strengthening Integrity and Rule of Law measures to prevent misuse of public authority in the corporate sector”, 14-15 April 2014, Moscow, Russia:

1. An anti-raiding law should be considered in the Russian Federation with a precise definition of an illegal raid and its constitutive elements. Based on this law, respective criminal law provisions should be introduced.
2. Introduce safeguards and more detailed procedure and precise time limits concerning the obligation of all institutions, enterprises, organizations, officials and citizens to comply with requests, orders and inquiries of a public prosecutor, investigator, an inquirer or a body of inquiry.
3. The Russian authorities should consider strengthening remedies against abuses and violations committed in the framework of criminal investigations. A definition of abuse of process by investigative authorities should be introduced through legal provisions or through judicial interpretation to ensure that adequate sanctions are available.
4. Searches and seizures should respect the protection of confidential business information and trade secrets. Mechanisms should be in place to protect this

information and other documents.

2014	ECCU-2312-PRECOP-TP4/2014 - Proposals to regulate whistle-blower protection in the Russian Federation <i>Authors: Anna Myers, Paul Stephenson and Anton Pominov</i>
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The Technical Paper comprises a large number of recommendations:

1. A new legal framework:

- a. Definition of Whistleblowing
- b. Scope: public interest and corruption
- c. Scope: protection
- d. Issues for disclosures
- e. Methods of disclosure
- f. Coverage of workers
- g. Requirements on the whistle-blower
- h. Disclosures to external authorities
- i. Public disclosure
- j. Obligations to report

2. Protections:

- a. Duties of confidentiality to employers
- b. Legal advice
- c. Protecting confidentiality
- d. Following up reports
- e. Forms of protection
- f. Rewards
- g. Criminal offences
- h. Personal protection

3. Institutional Framework:

- a. A specialised institution?
- b. Advice
- c. Pursuing issues raised
- d. Protection against retaliation
- e. The role of employers
- f. Facilitating whistleblowing

Outcomes of Workshop on “Practices for protection of whistle-blowers in the area of corruption in Council of Europe Member States” – 17 April 2014, Moscow, Russia:

1. Plurality of whistleblowing channels and institutional capacity to address concerns the authorities, as foreseen in the Anti-Corruption action plan, should ensure the regulation of whistleblower protection through specific legislation. The new law should take into account the CoE Recommendation, CM/Rec(2014)7, on whistleblower protection and other international standards.
2. Any new legislation will need to include convincing measures to adequately protect the whistleblowers including here measures to ensure confidentiality of the reporting by whistleblowers in the area of corruption.

3. The FBO and RBO's offices are one of the promising channels that should support businesses willing to report wrongdoing.

2014	ECCU-2312-PRECOP-TP5/2014 - Comparative Analysis of International and Russian Pro Bono Practice <i>Authors: Andrey Porfiriev and Marieanne McKeown</i>
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2014	<p>1. Define and explain pro bono:</p> <p>In order to promote pro bono within the Russian Federation, generally and for the purposes of the work of the Ombudsman, it is important to communicate the different types of pro bono work that can be done. Too often when lawyers think of pro bono, they think of high profile time-consuming litigation, when in reality most pro bono work is done outside of the courtroom and most often is desk-based work. It is recommended that a list of pro bono opportunities is developed and made available to interested lawyers. This list could include the following types of pro bono work: be useful to highlight the following types of pro bono work that lawyers could provide:</p> <ul style="list-style-type: none"> • An expert, independent opinion to an ombudsman in disputes involving entrepreneurs in which there are allegations of corruption; • Initial advice in entrepreneur corruption cases provided to the Centre for Public Procedures "Business Against Corruption"; • Advice on and/or help draft new legislative proposals or amendments to strengthen anti-corruption laws and policies; • Training to other lawyers on anti-corruption law to increase the number of lawyers with expertise in this field; • Presentations and speeches on anti-corruption and pro bono; • Supplement the law schools' educational program with information on pro bono aid as integral part of lawyers' activities. <p>2. Structure Pro Bono:</p> <p>It is vital to that a clear structure is put in place to regulate pro bono work done for the Ombudsman. This can ensure that lawyers know what is expected of them, what the procedures and policies are, and help the FBO to manage problems. The following elements should be built into such a structure.</p> <p>3. Eligibility criteria:</p> <p>It is recommended that a list of criteria is developed to regulate which lawyers can provide pro bono assistance. The criteria could include:</p> <ul style="list-style-type: none"> • Lawyers with expertise in business and anti-corruption law; • Only Attorneys-at-Law; • A minimum number of years post-qualification; • Only those lawyers which agree to sign a code of conduct/ethics for the pro bono work <p>For pro bono work done through the Centre for Public Procedures or other non-profit organisations it is also recommended that a list of criteria is developed to regulate which entrepreneurs/businesses can receive pro bono assistance. The criteria could include:</p> <ul style="list-style-type: none"> • A means test, i.e. only those entrepreneurs/businesses that can prove that they cannot
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afford to pay for legal assistance;

- A social responsibility requirement, i.e. businesses that receive pro bono help should commit to giving something back to society.

4. Pro Bono Database:

It would be useful at both regional and federal levels to have access to a database of lawyers that are willing to work on a pro bono basis. This database could include the areas of expertise of each lawyer, their experience, types of pro bono assistance they are willing to provide and what pro bono cases they have already done.

It would also be useful for the Business Ombudspersons to have access to a database of 'independent expert opinions' provided by pro bono lawyers. This could help to share expertise across regions where there are fewer pro bono lawyers available and also increase consistency in decision-making by Business Ombudspersons across the Russian Federation.

5. Pro Bono Policies:

In order to make expectations clear, manage risks and to ensure public confidence through transparent decision-making the Ombudspersons should set out clear policies for managing pro bono work. This could include:

- A policy on allocating pro bono cases; lawyers could volunteer based on a list of pro bono opportunities or the Ombudspersons could decide at the outset which lawyers should be offered the case;
- An agreement or memorandum of understanding for when lawyers take pro bono cases from the Business Ombudspersons to make it clear what the expectations and standards are for the work. This includes standards for the quality of work, confidentiality and management of conflicts of interest, particularly concerning the involvement of lawyers for a party to a case in which they have already provided an 'independent expert opinion' to an ombudsman.
- A procedure for dealing with lawyers that do not abide by the code of conduct/ethics for pro bono work set out by the Ombudspersons, for example if the work is not of a sufficient standard, not completed in a timely manner, or if the lawyer has otherwise acted inappropriately or unethically.

6. Pro Bono Social Media Group:

As this pro bono initiative develops it is important that both the lawyers and Business Ombudsperson across the Russian federation have the opportunity to share their experience and expertise. A private LinkedIn group, Google group or other social media platform can provide a forum for lawyers and Business Ombudspersons to ask questions and develop common solutions to problems.

7. Regulate Pro Bono:

I. Primarily, pro bono legal services should be regulated by legislation on lawyers' associations. The Federal Law "on Practice of Law and Lawyers' Associations" should clearly and unambiguously stipulate attorney-at-law's right to render pro bono aid.

Undoubtedly, such changes should go hand in hand with measures to prevent abuse in taxation to guard against execution of agreements on a pro bono basis for the purpose of tax evasion. It appears, however, that such measures should primarily lie in the area of practical application of law as existing tax laws already provide for legal devices to counter agreements executed on a non-arm's length basis to conceal profits and other taxable income.

II. As no standards for provision of legal services by those not admitted to the bar can be established, emphasis should be placed on the following areas:

- improvement of the legal culture of pro bono aid recipients, primarily, non-profit organizations and government authorities (for example, through holding of public seminars, conferences, as well as through establishing of non-profit non-public legal assistance centres,)
- Devising agreements to develop the pro bono system by professional trade associations of legal consultants; perhaps devising a National Pro Bono System Agreement by “captains” of legal business in Russia and major offices of international law firms with the right of accession by professional legal consultants (both organizations and sole proprietors). The scope of such agreement may include standards of pro bono legal aid (of advisory nature), forms of agreements for such aid, a list of persons entitled to such aid on a first priority basis,
- Entering into agreements between the FBO and the Russia's Law Society (regional divisions of the Russia's Law Society and the RBO) on cooperation in pro bono field,
- Further development of the regulation of draft law public discussions and engagement of lawyers into pro bono legislative drafting.

8. Incentivize lawyers to take on pro bono cases:

Incentives that can be used to encourage lawyers and law firms to do pro bono work in the Russian Federation:

- Promote pro bono as a lawyer’s social responsibility. As a member of the legal profession, lawyers have a privilege and corresponding responsibility to help provide access to justice
- Highlight the pro bono ‘feel good factor’. Helping others feels good and it may be useful to remind lawyers of the reasons why they may have chosen to practice law.
- Link pro bono to career progression. Ambitious lawyers may be motivated by the additional skills and experience pro bono cases can provide them with, as well as giving them prestige in the legal community. It is important to sell these advantages when trying to recruit more pro bono lawyers.
- Offer recognition and bestow awards for outstanding pro bono contributions: Recognition and awards offer an opportunity to thank those lawyers that undertake notable pro bono cases. It encourages them, and their peers, to increase their efforts. Pro bono awards also set benchmarks for what good pro bono should look like. At a later stage consider the potential for the development of the national rating of attorneys'

societies and law firms providing pro bono services.

- Sell the business case for pro bono. Lawyers may do pro bono for ethical reasons but law firms encourage pro bono to obtain valuable business advantages. Pro bono success stories can improve the image of a law firm and helps them to attract new clients. It can also give them an edge over firms with a similar portfolio of services and help the firm to attract and retain the best legal talent.
- Establishment of institutes facilitating engagement of lawyers into pro bono activities. What is referred here is establishment of non-public legal assistance centres and other non-profit organizations. As related to pro bono aid as a means of anti-corruption protection of the entrepreneurs, it would be expedient to extend the practice of establishing regional anti-corruption centres. These centres may act as pro bono aid recipients (and thus leave RBOs holding official positions outside the circle of those entitled to receive such aid). However, such centres may ensure public discussion of particular business cases related to hostile takeovers or corrupt pressure, where legal review shall be performed by a pro bono expert. Thereby pro bono experts get more motivated and the risk of them being engaged into corrupt practices is being reduced.
- Encourage law firms to market their pro bono success stories. Endorsing pro bono by including examples of pro bono work on the firm’s website, in a client newsletter, or in their annual report can encourage lawyers within the firm to get involved. Marketing also increases competition between law firms.
- Expose lawyers in RF to international pro bono best practice. In countries across Europe, Asia, Australia, Africa and the Americas, pro bono is growing and innovating year on year. The opportunity for lawyers from the Russian Federation to learn from such examples can be a valuable incentive to drive the expansion of pro bono practice locally.

2015	ECCU-2312-PRECOP-TP1/2015 - Detention and liability of entrepreneurs for economic crimes and failure to execute contracts <i>Author: Mjriana Visentin</i>
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On 20 November 2014, the 3rd Steering Committee meeting adopted a list of 8 topics to be examined in the framework of Expected Results V. A 9th topic was added following visit of the FBO of the Russian Federation to the Council of Europe on 9-10 April 2015. Those 9 topics were treated within 5 technical papers.

Technical papers produced within Expected Result V contributed to share experience and good practice examples from other European countries on the different topics. Seminars consisted of debate with the members of the Experts Council of the FBO Institution. Discussion was aimed at clarifying advocacy position of the institution. The Experts Council supports the advocacy task of the beneficiary institution in favour of the adoption of new legislation and strengthening of the existing legal framework through amendments. Proposals discussed in the seminars cannot be considered as recommendations considering the fact that the institution cannot directly impact the adoption of legislative acts.

Below are a few recommendations after the discussions in the seminar in Moscow:

1. As in some European states, business owners should receive lesser sentences for

	<p>violations in economic sphere. FBO office can take the leading role for mediating some of the cases. There is an urgent need in legal awareness raising and shifting from a repressive attitude towards entrepreneurs among legislators and general public;</p> <ol style="list-style-type: none"> 2. Specialised economic courts should consider cases of economic nature (arbitrage procedures are vital); 3. Strengthen civil liability for economic crimes. Civil penalties should be prioritised over criminal sanctions as more effective measures for restitution of the broken law in economic sphere.
<p>2015</p>	<p>ECCU-2312-PRECOP-TP3/2015 - “Comparative analysis of criminal law, procedures and practices concerning liability of entrepreneurs” <i>Author: Francesco Clementucci</i></p>
<p>This technical, paper was delivered within Expected Results V, proposals are expected to contribute to the advocacy work of the FBO’s office aiming the adoption of new legislation and strengthening of legal framework.</p> <p>Below are a few recommendations after the discussions in the seminar in Moscow:</p> <ol style="list-style-type: none"> 1. Proportionality of sanctions should apply to entrepreneurs; 2. Equal sanctioning for corrupter and corrupt official; 3. Adoption of protective measures to safeguard activities of the companies; 4. Encourage awareness rising on European Court of Human Rights Case law to create condition for a fair trial and protecting the rights of entrepreneurs; and 5. Education on Anti-corruption should be encouraged 	
<p>2015</p>	<p>ECCU-2312-PRECOP-TP4/2015 Analysis of International Practice of Criminalisation/ Decriminalisation of the Provocation of Bribes as Investigative Action & Conflict of Interest and the use of Official Power for Private Gains <i>Author: Yves Moiny</i></p>
<p>This technical, paper was delivered within Expected Results V, proposals are expected to contribute to the advocacy work of the FBO’s office aiming the adoption of new legislation and strengthening of legal framework.</p> <p>Below are a few recommendations after the discussions in the seminar in Moscow:</p> <ol style="list-style-type: none"> 1. In order to mitigate conflicts of interests, the criminal approach is not appropriate. Procedures are long and final results are not guaranteed because of contingencies inherited from investigation; 2. Adoption of preventive measures such as drafting codes of conduct and set-up of internal safeguard procedures should be encouraged; 3. According to article 12 of Council of Europe Convention, trading in influence should be criminalised in the Russian Federation. 	
<p>2015</p>	<p>ECCU-2312-PRECOP-TP5/2015 - Comparative analysis of the Liability of Legal Persons (Corporate Liability) for Criminal Offences of Corruption <i>Author: Georgi Rupchev</i></p>
<p>This technical, paper was delivered within Expected Results V, proposals are expected to contribute to the advocacy work of the FBO’s office aiming the adoption of new legislation and strengthening of legal framework.</p>	

Below are a few recommendations after the discussions in the seminar in Moscow:

1. The institution should contribute to develop ownership for Compliance programmes among entrepreneurs;
2. The institution should raise awareness on advantages of Criminal liability. It allows the use of special investigation techniques; offers longer prescription and provides a concrete framework to develop international cooperation.

2015	ECCU-2312-PRECOP-TP6/2015 - Regulatory and Supervisory Authorities in Council of Europe Member States Responsible for Inspections and Control of Activities in the Economic Sphere – structures, practices and examples <i>Authors: Florentin Blanc and Giuseppa Ottimofiore</i>
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This technical, paper was delivered within Expected Results V, proposals are expected to contribute to the advocacy work of the FBO's office aiming the adoption of new legislation and strengthening of legal framework.

Below are a few recommendations after the discussions in the seminar in Moscow:

1. Experience of control and supervisory authorities in Europe but also in Russia shows the advantage to implement a Risks-based approach in the control and supervisory bodies;
2. Inspections are not always operated in the name of public good;
3. Number of inspections cannot be considered as a satisfactory performance indicator; and
4. Sanctions should be deterrent and proportional. The sanction should be decided when only confirmed through a two-level decision-making process.

14.2 Recommendations based on the observations made during Seminar on “Corruption risks and protection mechanisms for entrepreneurs” and Training on “Good practices on anti-corruption and functioning of RBO’s Offices” in Ufa, Bashkortostan

Ufa, 19 February 2015

Within the framework of the project “Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices,” which is being implemented by the Council of Europe in partnership with the Ombudsman for the Protection of the Rights of Entrepreneurs under the President of the Russian Federation, and financially supported by the European Union, a seminar on “Corruption risks and protection mechanisms for entrepreneurs” and a training sessions on “Good practices on anti-corruption and functioning of RBO’s Offices” were held in Ufa from 17 to 19 February 2015.

As result of the observations and discussions made during the two events the following recommendations to the competent authorities have been formulated:

1. Supplementing of the regulations governing the activity of administrative commissions of municipalities with anti-corruption measures, with special attention to the prevention of conflict of interest. These measures should provide for decreased risk of corruption at the municipal level.
2. Involvement of the Ombudsman for the Protection of the Rights of Entrepreneurs in the process of drafting regulatory acts pertaining to the functioning of small and medium enterprises. Furthermore the Ombudsman for the Protection of Entrepreneurs rights should assess such regulatory acts in terms of their impact on the conditions in which small and medium business is performed. This is needed due to the heavy burden on small and medium enterprises resulting from the administrative requirements for entrepreneurial activity (inspections, licensing requirements and penalty sizes) which is excessive and fails to account for the category of small and medium business.

Commentary:

The status of an organisation (for example, small business), its financial state, and its voluntary mitigation of the violations prior to punishment, are not taken into account at the point when the size of the sanction for failure to comply with regulations is being determined. As a result, in some cases even the minimum administrative penalty is not commensurate to the legal violation and is very cumbersome for organisations.

3. The establishment of a procedure for interaction between the Federal Ombudsman for the Protection of the Rights of Entrepreneurs and the Investment Ombudspersons in the Federal Districts, to ensure the effective prevention of corruption in the federal and municipal authorities that violate the rights of entrepreneurs, resulting with reduced investment activity.

4. The introduction of a set of procedures in the process of public procurement at municipal level with the aim of eliminating conflicts of interest and undue advantages.
5. Introduction of uniform passenger transport rules which would provide for the decrease of corruption risks in this sector. These rules should describe the tender procedure and the liability of officials for violating the established procedures.

Commentary:

Local governments frequently use public (municipal) procurement procedures as a tool to create preferences for particular suppliers of goods and services (including public or municipal enterprises). For example, in some municipalities, tender lots for passenger transport are formed in a way that makes them unaffordable for the majority of small carriers (for example, terms are set that are obviously unrealizable for small business – vehicles that can carry at least 36 passengers are required, or the carrier must have at least five vehicles to operate on a route, or vehicles must have already operated for two years, etc.). If it fails to meet even one of these conditions, the entrepreneur loses the ability to participate in the tender.

6. Introducing of a transparent procedure for the adoption of regional legislation to effectively combat the unlawful “lobbying” by private investors in the process of adoption of regional legislation. The practice of adopting regulations to settle conflict of interest, which is practiced in many Russian subjects, shall be widely extended, including the organisation of public hearings and discussions on bills. The proposed bills should also be posted on the relevant websites to provide for greater transparency.

14.3 Recommendations of Council of Europe Experts resulting from seminars on “Corruption risks, protection mechanisms and good governance for business”:

1. The business ombudspersons should maintain efforts to:

- promote the active participation of business ombudspersons and entrepreneurs in the legislative process/consultations with regard to the issues which concern prevention of corruption in business activities;
- Set-up or join to collective anticorruption initiatives (e.g. Anti-Corruption Charter of Business Russia) which will strengthen the position of entrepreneurs’ vis-à-vis authorities and natural monopolies. The latter is crucial for small and medium enterprises (SME); and
- Negotiate and sign Memorandum of Understanding (MoU) with other public administrations establishing cooperation to mitigate corruption risks.

2. The business ombudspersons should continue to promote the adoption of anticorruption prevention and good governance measures by the entrepreneurs, in particular by raising their awareness of:

- the corruption risks, including negative consequences of corruption;
- the need to adopt codes of conduct and to develop effective mechanisms of control to ensure Good Governance;
- The need to organise or participate in regular trainings on anti-corruption, conflict of interest; ethics; etc.
- the importance of protection of whistleblowers (i.e. persons who report in good faith on suspicions of corruption to their superiors and competent bodies); and
- the use of the available civil and administrative law instruments for obtaining compensation for damages caused by corruption (i.e. to use the judicial mechanisms to defend entrepreneurs’ rights against corruption);

For the above purpose, the business ombudspersons should contribute to the general awareness rising on Anti-corruption concepts and promote good practice examples in public events which target entrepreneurs.

3. The business ombudspersons should support the competent authorities and undertake initiatives to:

- bring the domestic legislative and institutional framework in full compliance with the relevant international anticorruption standards;
- ensure integrity and transparency of public procurement, including by introduction of integrity pacts between contracting authorities and bidders and involvement of

the civil society in the monitoring of the implementation of the respective anticorruption arrangements;

- ensure the access to and the effective implementation of all available civil and administrative instruments for protection of the rights of entrepreneurs from corrupt practices, including those providing compensation for damages caused by corruption (for this purpose the implementation of the standards of the Council of Europe Civil Law Convention on Corruption is necessary);
- Investigate properly facts of corruption reported by the entrepreneurs and ensure their effective protection as collaborators of justice and witnesses.

4. **The RBO should meet on a regular basis**, to share experience and agree on the preparation of a statistical tool to measure corrupt practices and their impact on the economy in the Russian Federation and assess results of their action.

5. **All RBO should adopt their own code of conduct** as leading role models.

14.5 Recommendations of Council of Europe experts resulting from workshops on “International and Russian practices and principles for pro bono work”:

1. In order to strengthen the protection of the rights of Entrepreneurs from corrupt practices, the business ombudspersons should maintain efforts to:

- mobilise Pro-bono experts to fulfil their mission and instruct complaints of Entrepreneurs;
- take part in the procedure in courts with Entrepreneurs as far as possible or request the FBO to intervene when necessary;
- support legislative work to contest existing legislation and regulations which are proved to jeopardizing the rights of Entrepreneurs on the model of the FBO as the federal level;

2. In their relation with Pro-bono experts, the business ombudspersons should:

- Consider Pro-bono services, even though they are free of charge, with the same expectation level as commercial services. For this reason, Pro-bono experts should be recruited as any other consultants through a public procedure;
- Adopt internal regulation to mitigate conflict of interest concerning Pro-bono experts as applied for commercial cases. Regulation on conflicts of interests should be referred in the contractual documents signed by the Business Ombudspersons and Pro-bono experts;

3. Considering their interaction with legal professionals, the business ombudspersons should:

- Make a distinction between “legal assistance” which is delivered by attorneys and “legal services” which do not need an expert admitted to the bar;
- Establish a list of Pro-bono attorneys and lawyers, who are cooperating with Business Ombudspersons. This list could be available on appropriate websites;
- Follow existing public procurement rules to recruit a legal professional who is not contracted as a Pro-bono expert;

15 ANNEX V: NEWSPAPERS REVIEW AND WEB ITEMS PUBLISHED BY OMBUDSPERSONS

Project team collected the reference to newspaper articles and web items referring to PRECOP-RF project activities.

1. Activity in Moscow, 15 October 2013, Launching event of the project

Launching event for the project on Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices” - *Website of Interregional public foundation for protection entrepreneurs’ rights*, <http://ofdp.ru/1030>

2. Activity in Moscow, 17 December 2013, Workshop on “Powers, competencies and practices of Business Ombudsman Institutions”

The workshop on “Powers, competencies and practices of Business Ombudsman Institutions was held in Moscow” - *Website of the Business ombudsman of the Krasnodar region*, <http://www.uppk23.ru/index.php/221-v-moskve-sostoyalsya-seminar-polnomochiya-kompetentsiya-i-deyatelnost-instituta-biznes-ombudsmena>

3. Activity in Strasbourg, 11-12 February 2014, Study visit to the Council of Europe and the European Court of Human Rights for Pro bono lawyers supporting the FBO’s Office

Study visit to the CoE and the European Court of Human Rights, - *Website of the Bar association of Moscow city “Yurist pro”*
http://jupro.ru/oznakomitelnyy_vizit_v_sovet_evropi_i_evropeyskiy_sud_po_pravam_cheloveka/

4. Activity in Yekaterinburg, 4 June 2014, Workshop on “International and Russian Pro bono practices” –

Joint EU/CoE project on “Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices” - PRECOP-RF- to be continued” - *Website of the Business ombudsman of Perm Region*, <http://ombudsmanbiz59.ru/sovmestny-j-proekt-soveta-evropy-i-evropejskogo-soyuzazashhita-predprinimatelej-v-rossijskoj-federatsii-ot-korrupsionnyh-praktik-prekop-rf-prodolzhenie-sleduet/>

5. Activity in Moscow, 24-25 September 2014, Training on “Good practices on anti-corruption and the functioning of the RBO offices”

- a) “Issues on protection of the rights of entrepreneurs from corrupt practices were discussed in Moscow”, - *Website of Interregional public foundation for protection entrepreneurs’ rights*, <http://ofdp.ru/1475>
- b) Issues on protection of the rights of entrepreneurs from corrupt practices were discussed in Moscow” - *Website of Business ombudsman of the Khanty-Mansy Autonomous okrug Yugra*,

http://www.upr.admhmao.ru/wps/portal/ombiz/home/vse_novosti/new/8d930e19-2591-453e-9f48-c9a8bb6e021e

- c) Representative of Business ombudsman of the Chelyabinsk region took part in the training on “Good practices on anti-corruption and the functioning of the RBO offices” - Website of the Business ombudsman of the Chelyabinsk region, <http://ombudsman174.pravmin74.ru/Publications/News/Show?id=301>
 - d) Good practices on anti-corruption and the functioning of the RBO offices” - Website of the Institute of training of advocates of the Ulyanovsk region, <http://www.ipkaul.ru/our-blog/230-bisnessprotivocorruptzii>
 - e) “Business ombudsman of the Smolensk region Mr Alexey Efremenkov took part the pilot training on “Good practices on anti-corruption and the functioning of the RBO offices” - Website of the Business ombudsman of the Smolensk region, <http://ombudsmanbiz67.ru/archives/434>
 - f) “Staff members of Business ombudsman of Moscow city took part in the pilot training on “Good practices on anti-corruption and the functioning of the RBO offices” - Website of the Business ombudsman of Moscow city, <http://business-ombudsman.mos.ru/presscenter/news/detail/1325822.html>
- 6. Activity in Moscow, 17-18 December 2014, Seminar on “Corruption risks and protection mechanisms for entrepreneurs”, Seminar on “Case law of the European Court of Human Rights for the Protection of Entrepreneurs Rights”**
- a) “Representative of Business ombudsman of the Chelyabinsk region took part in trainings of the project on “Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices-PRECOF-RF” - Website of the Business ombudsman of the Chelyabinsk region,
 - b) <http://ombudsman174.pravmin74.ru/Publications/News/Show?id=346>
 - c) Representative of Business ombudsman of the Chelyabinsk region took part in trainings of the project on “Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices – PRECOF-RF”, - Website of the FBO, <http://ombudsmanbiz.ru/2014/12/predstavitel-biznes-ombudsmena-v-chelyabinskoy-oblasti-prinyala-uchastie-v-treninge-v-ramkax-proekta-zashhita-prav-predprinimatelej-v-rossijskoj-federacii-ot-korruptcionnyx-praktik-prek/>
 - d) “Chairman of the Kursk Regional public organisation “Association of businessmen” took part in the seminar on “Corruption risks and protection mechanisms for entrepreneurs” - Website of the Kursk Regional public organisation “Association of businessmen”, <http://kroosp.ru/predsedatel-kurskoj-regionalnoj-obshhestvennoj-organizatsii-soyuz-predprinimatelej-elena-dugina-prinyala-uchastie-v-seminare-korruptsionnye-riski-i-mehanizmy-po-zashhite-prav-predprinimatelej-v-g-mos/>
 - e) Public expert of the Business ombudsman Ms Anastasia Bubnova” took part in the project of the Council of Europe” - Website of the Business ombudsman in the Penza region, <http://ombudsmanbis.pnzreg.ru/news/2014/12/18/15075950>
 - f) “Protection of the Rights of Entrepreneurs in the Russian Federation from Corrupt Practices” - Website of the Business ombudsman in the Kabardino-Balkaria Republic, <http://ombudsmanbizkbr.ru/zashhita-prav-predprinimatelej-ot-korruptsionnyh-praktik/>

- g) It held the third meeting of the Steering Committee for the protection of the rights of entrepreneurs in the Russian Federation of corrupt practices - Website of the FBO, <http://ombudsmanbiz.ru/2014/11/sostoyalos-3-e-zasedanie-rukovodyashhego-komiteta-po-zashhite-prav-predprinimatelej-v-rossijskoj-federacii-ot-korruptcionnyx-praktik/>
- 7. Activities in Kazan, 28-30 January 2015, Training on “Good practices on anti-corruption and the functioning of the RBO offices” and “Corruption Risks and Protection Mechanisms for Entrepreneurs”**
- a) “Rafail Gibadullin takes part in the Seminar on “Corruption risks and protection mechanisms for entrepreneurs” in Kazan”, - Website of the Business ombudsman of the Republic of Bashkortostan, http://upprb.bashkortostan.ru/news/press_news/2340/
- b) “All Russian Business ombudsmen studied Tatarstan’s best practices in protection of the rights of entrepreneurs” - Website Kazan news, <http://kazanweek.ru/article/16169/>
- c) Executive Director Elena Dugina participated in the seminar of the Council of Europe in Kazan - Website kroosp.ru, <http://kroosp.ru/ispolnitelnyj-direktor-kroo-soyuz-predprinimatelej-elena-dugina-prinyala-uchastie-v-seminare-soveta-evropy-v-kazani/>
- 8. Activities in Ufa, 17-19 February 2015, Training on “Good practices on anti-corruption and the functioning of the RBO offices” and “Corruption Risks and Protection Mechanisms for Entrepreneurs”**
- a) “Kursk businessmen will be taught to evade corruption risks” - Website of the Kursk Regional public organisation “Association of businessmen”, <http://kroosp.ru/kurskij-biznes-nauchat-obhodit-korruptsionnye-riski/>
- b) “Rafail Gibadullin, Petr Sich - Head of the CoE Programme Office in Russia and Dina Krylova – national project coordinator, FBO’s Office signed recommendations following the seminar “Corruption risks and protection mechanisms for entrepreneurs” - Website of the FBO, <http://ombudsmanbiz.ru/2015/07/rafail-gibadullin-glava-programmnogo-ofisa-soveta-evropy-v-rossijskoj-federacii-petr-zix-i-nacionalnyj-koordinator-proekta-soveta-evropy-dina-krylova-podpisali-rekomendacii-po-rezultatam-raboty-semin/>
- c) “BO together are discussing corruption problems with the experts of the CoE in Ufa” - Website Bashinform.ru, <http://www.bashinform.ru/news/701104/>
- 9. Activities in Sochi, 18-20 March 2015, Training on “Good practices on anti-corruption and the functioning of the RBO offices” and Seminar on “Case law of the European Court of Human Rights for the Protection of Entrepreneurs Rights”**
- a) “Anticorruption trainings in Sochi” - Website of the FBO <http://ombudsmanbiz.ru/2015/03/antikorrupcionnye-treningi-v-sochi/>
- b) “Business ombudsman of the Chechen Republic took part in the implementation of the Council of Europe project” - Website of the FBO,

<http://ombudsmanbiz.ru/2015/03/biznes-ombudsmen-chechenskoj-respubliki-prinyal-uchastie-v-realizacii-proekta-soveta-evropy/>

- c) "Business ombudsmen of the Leningrad region took part in the anticorruption joint project of the European Union and the Council of Europe" – Website 47 news.ru (News of the Leningrad region), <http://m.47news.ru/articles/86884/>
- d) "Business ombudsman of the Leningrad region took part in the anticorruption joint project of the European Union and the Council of Europe" – Website 47 channel.ru (TV Company of the Leningrad region) http://47channel.ru/event/Biznes_ombudsmen_Lenoblasti_prinyala_uchastie_v_antikorrupcionom_proekte_Soveta_Evropii/
- e) "Business ombudsman of the Kursk region Vladimir Kazarin takes part in the training of regional ombudspersons" – Website Kursk Pravda, <http://www.kpravda.ru/new/politic/026236/print/>

10. Activity in Moscow, 2 April 2015, International Conference on "Impact of Corruption on Business and Investment Climate", in partnership with the Higher School of Economics

- a) "Corruption undermines democracy and faith in economic development", - Website of National Research University Higher School of Economics, <http://www.hse.ru/news/science/147606626.html>
- b) "Deputy Head of Directorate of Business ombudsman of Moscow city and members of the Experts Council took part in the International Conference on "Impact of Corruption on Business and Investment Climate in the Russian Federation" - Website of Business ombudsman of Moscow city, <http://business-ombudsman.mos.ru/presscenter/news/detail/1721433.html>
- c) "Businessmen felt reduction of corruption" - Website rg.ru, <http://www.rg.ru/2015/04/07/corruptcia.html>
- d) "Corruption continues to impact negatively on economics" - Website of the National association of organisations on fire safety, <http://www.nsopb.ru/news/4230.php>
- e) "Businessmen felt reduction of corruption" - Website of the Irkutsk trade newspaper "Dengi", <http://money.irkorgnews.ru/pro-nechistye-dengi/predprinimateli-oshchutili-snizhenie-korruptcii>
- f) International Conference on "Impact of Corruption on Business and Investment Climate in the Russian Federation" - Website of the Russian agency on support small and medium business, <http://www.siora.ru/novosti/mezhdunarodnaya-konferenciya-olijanie-korruptcii-na-predprinimatelskiy-i-investicionnyy>
- g) "International Conference on "Impact of Corruption on Business and Investment Climate in the Russian Federation" - Website of Russian Innovative Technology Centres, <http://ruitc.ru/news/international-conference-the-impact-of-corruption-on-the-business-and-investment-climate/>

11. Activities in Astrakhan, 21-23 April 2015, Training on "Good practices on anti-corruption and the functioning of the RBO offices" and Seminar on "Corruption Risks and Protection Mechanisms for Entrepreneurs"

- a) "Useful experience. Public business ombudsman of the Orenburg region took part in seminar on "Corruption Risks and protection mechanisms for entrepreneurs" - Website of Business ombudsman of the Orenburg region, <http://omb56.ru/?p=618>
- b) "Public assistant of the Business ombudsman in Sibay city Pavel Zamesin took part in anticorruption seminar in Astrakhan" –Website of Business ombudsman of the Republic of Bashkortostan, http://upprb.bashkortostan.ru/news/press_news/2556/?type=special
- c) "Astrakhan regional branch of the All - Russia public organization "Association of lawyers of Russia": protection of the rights of entrepreneurs" –Website All - Russia public organization "Association of Lawyers of Russia" <http://alrf.ru/region30/2015/04/21/astraxanskoe-otdelenie-ayur-zashhita-prav-predprinimatelej/>
- d) "Protection of the rights of entrepreneurs in the Russian Federation from corrupt practices – PRECOP-RF" –Website of BO of the Astrakhan region, http://upopr30.ru/index.php?option=com_content&view=article&id=213:23042015&catid=8:news&Itemid=6

12. Activities in Saint Petersburg, 18-20 May 2015, Training on "Good practices on anti-corruption and the functioning of the RBO offices" and Seminar on "Corruption Risks and Protection Mechanisms for Entrepreneurs"

- a) The problem of corruption pressure on business is still relevant - Website expert.ru, <http://ns3.expert.ru/northwest/2015/27/problema-korrupsionnogo-daoleniya-na-biznes-po-prezhnemu-aktualna/>
- b) "RBO discussed protection of the rights of entrepreneurs from corrupt practices" – Website of Business ombudsman of the Yamalo-Nenets Autonomous okrug, <http://ombudsmanbiz89.ru/novosti/138-regionalnye-upolnomochennye-po-zashchite-prav-predprinimatelej-obsudili-zashchitu-predprinimatelej-ot-korrupsionnykh-praktik>
- c) "BO and his staff members take part in PRECOP-RF activities" - Website of Business ombudsman of the Republic of Bashkortostan http://upprb.bashkortostan.ru/news/press_news/2579/?type=original
- d) The Seminar on "Corruption risks and protection mechanisms for entrepreneurs" was opened in St.Petersburg - Website of Business ombudsman in St/Petersburg, <http://ombudsmanbiz.spb.ru/2015/05/18/>

13. Activities in Arkhangelsk, 29-30 June 2015, Training on "Good practices on anti-corruption and the functioning of the RBO offices" and Seminar on "Corruption Risks, Protection Mechanisms and Good Governance for Business"

- a) Mechanisms for protection of entrepreneurs from corrupt practices were discussed in Arkhangelsk"- Website of the Public Authorities of the Khanty-Mansiysk Autonomous Okrug – Ugra, http://www.ombudsmenbiz.admhmao.ru/wps/wcm/connect/Web+Content/hmao-departments/ombiz/news/bd14b2ed-ef6c-485e-89ab-e3686e27f468?presentationtemplate=Web+Content%2Fpt_print
- b) "Arkhangelsk region has become an international anticorruption arena" – Website News29.ru

- http://upprb.bashkortostan.ru/news/press_news/2622/?type=special
- c) "World AC practices will be discussed in the capital of Pomorie" – Website *rusplt.ru* (*Russian planet*)
 - <http://rusplt.ru/region-news/arkhangelsk/v-stolitse-pomorya-obsudyat-mirovyie-praktiki-borbyi-s-korrupsiey-380517/>
- d) "Arkhangelsk has become an international anticorruption arena" – Website *Severodvinsk.ru*, <http://severodvinsk.su/sobytiya/novosti-arkhangelskoy-obl/19668>

14. Activities in Kaliningrad, 14-15 July 2015, Training on "Good practices on anti-corruption and the functioning of the RBO offices" and Seminar on "Corruption Risks, Protection Mechanisms and Good Governance for Business"

- a) "Bashir Magomedov took part in the seminars of the Council of Europe in Kaliningrad" - Website of Business ombudsman of the Republic of Dagestan,
 - <http://www.ombudsmanrd.ru/2015/07/2623#more-2623>
- b) "Business ombudsman of the Astrakhan region took part in the seminar on "International and Russian practices and principles for Pro bono work" and in the seminar on "Corruption risks, protection mechanisms and good governance for business - Website of the FBO,
 - <http://ombudsmanbiz.ru/2015/08/upolnomochennyj-po-zashhite-prav-predprinimatelej-pri-gubernatore-astraxanskoj-oblasti-prinyala-uchastie-v-seminarax-mezhdunarodnye-i-rossijskie-praktiki-i-principy-okazaniya-yuridicheskoy-pom/>
- c) "Business ombudsman of the Kaliningrad region took part in seminars "International and Russian practices and principles for Pro bono work" and Corruption risks, protection mechanisms and good governance for business" - Website of the Business ombudsman of the Kaliningrad region
 - <http://ombudsmanbiz39.ru/novosti/kaliningradskij-biznes-ombusmen-georgij-dyhanov-prinyal-uchastie-v-seminarah-mezhdunarodnye-i-rossijskie-praktiki-i-printsipy-okazaniya-yuridicheskoy-pomoshhi-na-obshhestvennyh-nachalah-pro-bono-i-kor/>

15. Activities in Irkutsk, 16-17 September 2015 Training on "Good practices on anti-corruption and the functioning of the RBO offices" and Seminar on "Corruption Risks, Protection Mechanisms and Good Governance for Business"

- a) "The seminars organised by the European Union and the Council of Europe will take place in Irkutsk on 16-17 September 2015" - Website *rscme.ru* (*Resource centre of small business*),
 - <http://rscme.ru/ru/news/show/77716/16-17>
- b) "The seminars organised by the European Union and the Council of Europe took place in Irkutsk on 16-17 September" - Website of Business ombudsman of the Irkutsk region,
 - <http://www.ombudsmanbiz-irk.ru/news/default/info/568/>
- c) "Business ombudsman Valeri Paderin works on 16-17.09 in Irkutsk" – Website of Business ombudsman of the Tomsk region,

- <http://omb-biz.tomsk.ru/news/120/16-i-17-sentyabrya-biznes-ombudsmen-valerii-paderin-rabotaet-v-irkutskel>

- d) "Victor Vyazovykh took part in the discussion on legislation and practices of combating corruption" (21/09/2015) –*Website of Business ombudsman of the Novosibirsk region*,
- <http://www.ombudsmanbiz.nso.ru/news/208>

16. Activities in Moscow, 21-22 October 2015:

- a) "Seminar on "Liability of Legal Persons (Corporate Liability) for Criminal Offences of Corruption" was organised by PRECOP-RF" - *Website of today. ru (Development of law systems)*,
http://www.echr.today/news/seminar_na_temu_otvetstvennost_yuridicheskikh lits_korporativnaya_otvetstvennost_za_postupleniya_kor/
- b) "PRECOP-RF organised the seminar on "Provocation of Bribes as Investigative Action" & "The Misuse of Official Power in the Context of Unresolved Conflict of Interest" - *Website echr.today. ru (Development of law systems)*,
http://www.echr.today/news/prekop_rf_provel_seminar_na_temu_provokatsiya_vzyatki_kak_chast_sledstvennogo_protsessa_zloupotreble/
- c) Protection of the rights of entrepreneurs in the Russian Federation of corrupt practices - *Website of Razmi*,
- <http://pasm.ru/archive/129653>

17. Study visit in Strasbourg, 12-13 November 2015

- a) "Council of Europe against corruption in Russia: Alexey Moskalenko will take part in the meeting of world leading experts" - *Website of the FBO*,
- <http://ombudsmanbiz.ru/2015/11/sovet-evropy-protiv-korrupcii-v-rossii-aleksej-moskalenko-primet-uchastie-vo-vstreche-vedushhix-mirovyx-ekspertov/>
- b) Institute of business ombudsman - a unique experience for Europe, important for many countries - *Website of the FBO*
- <http://ombudsmanbiz.ru/2015/12/institut-biznes-ombudsmena-unikalnyj-opyt-dlya-evropy-vazhnyj-dlya-mnogix-stran>
- c) Nikolai Evmenov: Exchange of international experience helps protect businesses from the risks of corruption - *Website of the FBO*
- <http://ombudsmanbiz29.ru/nikolaj-evmenov-obmen-mezhdunarodny-m-opytom-pomogaet-zashhitit-predprinimatelej-ot-korrupcionnyh-riskov/>

18. Closing Conference, 11 December 2015

- a) Institute of business ombudsman - an important experience for many countries – *Website*
- <http://www.allmedia.ru/newsitem.asp?id=954317>
- b) Authorities heard the business - the work of "Plato" is corrected - *Website of deloros.ru*:
- <http://deloros.ru/vlasti-uslyshali-biznes-rabota-platona-korrektiruetsya.html>
- c) 125 corrupt officials convicted in the Arkhangelsk region in the first nine months of 2015

- <http://vesti29.ru/news/obshchestvo/125-korrupsionerov-osudili-v-arkhangelskoy-oblasti-zadevyat-mesyatsev-2015-goda/>

- d) Regional Commissioners share experience - *Website of Primorsky*,
- <http://primorsky.ru/news/protection-of-entrepreneurs-rights/97892/>

19. Press conference of the Federal Public Ombudsman Institution, 24 December 2015

- a) Results of the Institute of Ombudsman: 13 federal laws, 80% worked appeals, 56 orders of vice-premiers in 2016 - *Website of FBO*,
- <http://ombudsmanbiz.ru/2015/12/itogi-raboty-institutaupolnomochennogo-13-federalnyx-zakonov-80-prorabotannyx-obrashhenij-56-poruchenij-vice-premerov-v-2016-godu/#more-33585>
- b) Business Ombudsman at PCH: The year was less complicated than expected - *Website of RSN*
- <http://rusnovosti.ru/posts/403301>
- c) Plans and progress Mr Titov - *Website of Ruskaya Planeta*,
- <http://rusplt.ru/society/planyi-i-uspehi-gospodina-titova-20597.html>
- d) Prosecutor General's Office has made a business plan audits for 2016, dismissing nearly 300 000 applications - *Website of pravo.ru*,
- <http://pravo.ru/news/view/125268/>
- e) Business ombudsman worked very stressfully in 2015 - *Website of Vestnik*,
- <http://vestnikkavkaza.net/articles/Business-ombudsman-worked-very-stressfully-in-2015.html>

15.1 Examples of success stories relating to the main beneficiary institution:

Project team collected the reference to newspaper articles and web items to document success stories of the main beneficiary institution.

- a) "Russian Ombudsman protect the interests of IKEA" - Website of Fan Club Ikea,
- <http://en.ikea-club.org/ikea-v-rossii/rossiyskiy-ombudsmen-na-straje-interesov-ikea.html>
- b) "Business ombudsman backs IKEA in tax dispute" (28/05/2013) - Website of RAPSI,
- http://www.rapsinews.com/judicial_news/20130528/267585697.html
- c) The Ministry of Labour proposed to grant economic rewards to whistleblowers and there is a mention the law may enter into legal force by 2016, Razmi.ru (14/04/2015) - Website of Razmi,
- <http://pasm.ru/archive/122611>
- d) Interview - Boris Titov, the business ombudsman and co-chairman of "Business Russia" (26/01/2015) - Website of Vedomosti,
- <http://www.vedomosti.ru/newspaper/articles/2015/01/26/uzhe-mozhno-govorit-o-belokrovii-v-ekonomike-boris-titov>
- e) Russia considers imposing criminal liability on legal entities (11/06/2015) - Website of FCPA Blog,
- <http://www.fcpcb.com/blog/2015/6/11/russia-considers-imposing-criminal-liability-on-legal-entiti.html#sthash.7JKcboty.dpuf>
- f) Training courses on the program "The functions of personnel services divisions of federal government agencies for the prevention of corruption and other offenses" - Website of RANEPА
- <http://www.ranepa.ru/struktural/filialy/novosti-filialov/kursy-povysheniya-kvalifikacii-po-programme-funkcii-podrazdelenij-kadrovyyh-sluzhb-federalnyh-gosudarstvennyh-organov-po-profilaktike-korrupcionnyh-i-inyh-pravonarushenij>
- g) In Yekaterinburg, Federal Commissioner BJ Titov met Russian Prosecutor General YY Chaika (19/10/2015) - Website of Malina
- http://malina.am/series/boris_titov995858
- h) "Russia intensifies fight against corruption – prosecutor-general" (19/11/2015) - Website of TASS
- <http://tass.ru/en/politics/837695>
- i) "Boris Titov, Ombudsman saved tenth of billions for business" (04/12/2015) - Website of Razmi
- <http://pasm.ru/archive/131030>
- j) "When a business ombudsman sit in court, a judge will think 10 times" (16/12/2015) - Website of Kommersant
- <http://kommersant.ru/doc/2878444>
- k) Putin: Institute of business ombudsman helps to hear the different opinions (17/12/2015) - Website of Ria Novosty,
- <http://ria.ru/politics/20151217/1343868863.html#ixzz3ub6aBWPX>
- l) "Business Ombudsman made new proposals for improving the criminal law" (14/01/2016) - Website of Vedomosti,

- <http://www.vedomosti.ru/politics/articles/2016/01/15/624091-boris-titov-prosit-prezidenta-osobogo-poryadka-aresta-predprinimatelei>*
- m) Moscow will retain trade in underground passages and subway to the end of March (13/01/2016) - Website of Vedomosti,
-<http://www.vedomosti.ru/business/news/2016/01/13/623815-moskva-sohranit-torgovlyu-v-podzemnih-perehodah-i-metro-do-kontsa-marta>
- n) Political scientist: for the success of the elections is to unite business Titov (25/01/2016)
- Website of RIA Novosti, *<http://ria.ru/politics/20160125/1364975959.html>*
- o) "Boris Titov suggests new terminology" (26.01.2016) - Website of Expert Online:
-<http://expert.ru/2016/01/26/borba-s-korrupsiej>
- p) "Draft law on broader authority for Business Ombudsman has been sent to the State Duma" (01.02.2016) - Website of Gazeta.ru,
-http://www.gazeta.ru/politics/news/2016/02/01/n_8194937.shtml
- q) "Business class cell" (01.02.2016) - Website of Rossiyskaya Gazeta,
-<http://www.rg.ru/2016/02/01/sud.html>
- r) In Irkutsk, held a second meeting in the framework of the project "Business and power: a frank conversation" (02/02/2016) - Website of FBO,
-<http://ombudsmanbiz.ru/2016/02/v-irkutske-projdet-otoraya-vstrecha-v-ramkax-proekta-biznes-i-vlast-otkrovennyj-razgovor/>
- s) "Small business (03.02.2016) - Website of Kommersant,
-<http://www.kommersant.ru/doc/2907460>
- t) "Penalties for bribery to be described in a new article" (04.02.2016) - Website of Rossiyskaya Gazeta,
- <http://www.rg.ru/2016/02/04/korrupciiu-vysokih-dolzhnostnyh-lic-predlozhenno-priraoniat-k-gosizmene.html>
- u) "The Constitutional Court separated material liability and criminal liability" (04.02.2016) - Website of Kommersant:
- <http://www.kommersant.ru/doc/2907510>
- v) "Supervision is quite around here" (05.02.2016) - Website of Kommersant:
- <http://www.kommersant.ru/doc/2908031>