

29 September 2016-28 December 2019

Overall objective	Objectively verifiable indicators (OVIs)	Means of verification	Assumption/Risks	Total cost	2016		2017					2018					2019																
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
To support and facilitate prevention of corrupt practices affecting the business sector at the regional and municipal levels in the Russian Federation.	<ul style="list-style-type: none"> Indications of decrease of level of corruption at municipal level Strengthened prevention mechanisms against abuse of inspections Stronger control and prevention mechanisms against corruption in the procurement processes at municipal level 	<ul style="list-style-type: none"> Reports by International Organisations (TI, WB, OECD) on the level of corruption, control of corruption etc. Official statistics of key institutions Project Reports Media Reports on level of corruption at municipal level 																															
Project Purpose	OVI(s)	Sources of verification	Risks and Assumptions																														
1) Strengthen corruption prevention measures through legislative and/or policy recommendations that address corrupt practices which affect businesses at the regional and municipal levels in the Russian Federation; and	<ul style="list-style-type: none"> Number of legislative initiatives at the regional level; Level of acceptance of recommendations for prevention of corruption at regional and municipal level; Level of implementation of reform in the procurement processes including implementation of prevention measures as recommended by the project; 	<ul style="list-style-type: none"> Project Progress and activity reports; Drafts of legislation aiming to implement recommendations Media reports Federal and (Regional) Business Ombudsperson's annual reports Official statistics of key institutions 	<ul style="list-style-type: none"> Lack of co-ordination and of co-operative approach by stakeholders; Lack of support by the Regional Business Ombudspersons Lack of data due to low participation of business community in the surveys Lack of political will by Municipal authorities to implement recommendations from TPs 	<ul style="list-style-type: none"> Political commitment from Russian authorities to further strengthen the measures against corruption at the municipal level as well as the strengthening of the capacities of Business Ombudsperson at the federal and regional level Strong Commitment by the Federal and Regional BO to address and implement recommendations for prevention of corruption affecting business Full support of the Federal and Regional Business Ombudspersons to the WGs created under the project 																													
2) Strengthen the institution of the Ombudsperson for the Protection of the Rights of Entrepreneurs at regional and federal levels.																																	
Expected Result No. 1 - Increased capacities and role of the Federal and Regional Business Ombudspersons in addressing and preventing corruption	Objectively Verifiable indicators OVI(s)	Means of verification	Risks and Assumptions	Cost																													
	<ul style="list-style-type: none"> Level of uptake of recommendations on regional/municipal levels on corruption prevention measures Quality and level of uptake of recommendations regarding conflict of interest Quality and level of uptake of recommendations regarding weaknesses in the regulation of inspections of businesses. 	<ul style="list-style-type: none"> Project Progress and activity reports; Drafts of legislation aiming to implement recommendations Media reports Federal and Business Ombudsperson's annual reports Official statistics of key institutions 	<ul style="list-style-type: none"> Lack of support by the Regional Business Ombudspersons Lack of data due to low participation of business community in the surveys Lack of political will by Municipal authorities to implement recommendations from TPs 	<ul style="list-style-type: none"> Political commitment from municipal authorities to address corruption issues affecting the entrepreneurs Strong Commitment by the Federal and Regional BO to address and implement recommendations for prevention of corruption affecting business Full support of the Federal and Regional Business Ombudspersons to the WGs created under the project 																													
Activities/Actions	Deliverables	Beneficiary Institutions	Target Groups	Means	2016		2017					2018					2019																
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Activity 1.1 - Identification of typologies of corruption affecting entrepreneurs at the regional/municipal level.																																	
Act.1.1.1	Establishment of the Expert Working Group # 1 on the "Typologies of corruption affecting the entrepreneurs in the Russian Federation at regional and municipal level."	<ul style="list-style-type: none"> Functioning Working Group (about 5 members) of National and International Experts on corruption typologies affecting the entrepreneurs in RF 	<ul style="list-style-type: none"> Federal, public and regional Ombudspersons Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 																														
Act.1.1.2	Up to 3 expert group workshops on the development of a methodology/Questionnaire for the identification of typologies of corruption affecting the entrepreneurs in the Russian Federation at regional and municipal level. Two Working Group meetings were held on 20 December 2016 and 15 March 2017. In addition, the Working Group continued its work through video conferencing and meetings on the sidelines of the regional workshops organised under Act 1.1.5 (30 January, 13 February, 29 March 2017, 9 February and 31 May 2018)	<ul style="list-style-type: none"> Methodology for identification of corruption typologies affecting the entrepreneurs in RF Data collected Report concerning corruption typologies at regional and municipal level; Up to three expert workshops 	<ul style="list-style-type: none"> Federal, public and regional Ombudspersons Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 	<ul style="list-style-type: none"> STC (Int) up to 4 working days STC (Loc) up to 5 working days 																													
Act.1.1.3	Compilation of Technical Paper of WG # 1 identifying typologies of corruption affecting entrepreneurs in the regional and municipal level	<ul style="list-style-type: none"> Technical paper analysing the typologies of corruption affecting the business sector 	<ul style="list-style-type: none"> Federal, public and regional Ombudspersons Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 	<ul style="list-style-type: none"> STC (Int) up to 20 working days STC (loc) up to 21 working days 																													

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		<ul style="list-style-type: none"> Level/depth of acceptance of recommendations by stakeholders Number of beneficiary institutions covered by capacity building measures and their subsequent uptake of recommendations and implementation of new compliance or business practices Changes observed in procurement processes in target municipalities 	<ul style="list-style-type: none"> Project Progress and activity reports; Drafts of legislation aiming to implement recommendations Media reports Federal and Business Ombudsperson's annual reports Official statistics of key institutions 	<ul style="list-style-type: none"> Lack of support by the Regional Business Ombudspersons Lack of data due to low participation of business community in the surveys Lack of political will by Municipal authorities to implement recommendations from TPs 	<ul style="list-style-type: none"> Political commitment from municipal authorities to address corruption issues affecting the procurement processes at municipal level Strong Commitment by the Federal and Regional BO to address and implement recommendations for prevention of corruption affecting business Full support of the Federal and Regional Business Ombudspersons to the WGs created under the project 																								
Act. 2.1 - Develop a methodology for research/survey of the scale, forms and manifestations of corrupt practices in the procurement process at municipal level.																													
Act. 2.1.1	Establishment of the Expert Working Group # 2 on the "Corruption practices affecting the procurement process at the municipal level in the Russian Federation."	<ul style="list-style-type: none"> Functioning Working Group (about 5 members) of National and International Experts on corruption factors and trends in public procurement 	<ul style="list-style-type: none"> Federal, public and regional Ombudspersons Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 																										
Act. 2.1.2	Up to 4 expert working groups meetings to develop a methodology and carry out a survey of the scale, forms and manifestation of corrupt practices in the procurement processes at municipal level <i>One Working Group meeting was held on 21 December 2016. In addition, Working Group continued its work through video conferencing and discussions on the sidelines of workshops held under Act 2.1.4 (17 and 29 March 2017 and 18 May 2018)</i>	<ul style="list-style-type: none"> Methodology of the survey of corruption practices in the procurement processes at the municipal level Data collected report on the scale, forms and manifestation of corrupt practices in the procurement processes at Municipal level Up to 4 WG workshops organised; 	<ul style="list-style-type: none"> Federal, public and regional Ombudspersons Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 	<ul style="list-style-type: none"> STC (Int) up to 4 working days STC (loc) up to 4 working days 																									
Act. 2.1.3	Completion of a technical paper of WG #2 analysing the findings of the survey and providing recommendations based on international standards and good practices.	<ul style="list-style-type: none"> Analysis of the scale, form and manifestation of corruption practices based on the data collected and provide recommendations based on international standards and good practices. 	<ul style="list-style-type: none"> Business associations 	<ul style="list-style-type: none"> STC (Int) up to 26 working days STC (loc) up to 20 days 																									
Act. 2.1.4	Organise up to 6 workshops to discuss corruption in the procurement processes at the municipal level and the potential for implementation of recommendations of the TP (Act 2.1.3) 1st workshop held in Krasnodar on 17 March 2017 2nd workshop held in Tver on 30 March 2017 3rd workshop held in Krasnousolsk, Republic of Bashkortostan, on 15 June 2017 4th workshop held in Kazan on 18 May 2018 5th workshop held in Vladivostok on 9 October 2018	<ul style="list-style-type: none"> Up to 6 workshops organised; Workshop agendas and list of participants available Activity report available 	<ul style="list-style-type: none"> Chambers of commerce and industry (federal and regional) 	<ul style="list-style-type: none"> STC (Int) up to 6 working days STC (loc) up to 6 working days Cost of two workshops (up to 10 participants from other regions in each) Translation/interpretation Publication and dissemination Cost of travel and accommodations 																									
Act. 2.2 Make available proposals for improving legislation concerning procurement at regional/municipal levels.																													
Act 2.2.1	Undertake to review the legislative norms regulating procurement at the regional/municipal level and provide recommendations for its strengthening in accordance with international standards and good practice examples from Council of Europe member states	<ul style="list-style-type: none"> TP developed based on the findings of the research and the outcomes of the workshop organised within Activities 2.1.3 and 2.1.4 		<ul style="list-style-type: none"> STC (Int) up to 15 working days STC (loc) up to 15 working days 																									
Act 2.2.2	Organise up to 3 workshops to discuss corruption in the procurement processes at the municipal level and the potential for implementation of recommendations of the TP 2.2.1 1st workshop held in Kursk on 5 July 2018 2nd workshop held in Moscow on 18 December 2018	<ul style="list-style-type: none"> Up to 3 workshops organised; Workshop agendas and list of participants available Activity report available 	<ul style="list-style-type: none"> Federal, public and regional business Ombudspersons Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 	<ul style="list-style-type: none"> STC (Int) up to 3 working days STC (loc) up to 3 working days Cost of two workshops (up to 10 participants from other regions in each) Translation/interpretation Publication and dissemination Cost of travel and accommodations 																									
Act 2.3 Develop and support capacity building (Training of Trainers) for municipal authorities on good governance and procurement.																													
Act 2.3.1	Handbook for municipal authorities on good governance practices and measures to prevent corruption in procurement processes	<ul style="list-style-type: none"> Training handbook available in English and Russian language, including case scenario exercises 	<ul style="list-style-type: none"> Regional and Municipal authorities Regional business Ombudspersons 	<ul style="list-style-type: none"> STC (Int) up to 20 working days STC (loc) up to 10 working days 																									

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Organise up to 4 Training of Trainers (combining up to 4 pilot regions) based on Training manual (Act 3.2.1)	<ul style="list-style-type: none"> Up to 4 trainings organised; Training agendas and list of participants available Activity report available 	<ul style="list-style-type: none"> Regional and municipal authorities Inspection authorities 		<ul style="list-style-type: none"> STC (Int) up to 10 working days STC (loc) up to 10 working days Cost of trainings (event organisation) Translation/interpretation Publication and dissemination Cost of travel and accommodations 																								
Act 3.2.2																												
1st training of trainers held in Smolensk on 13-14 December 2018																												
2nd training of trainers held in Kazan on 14-15 February 2019																												
3rd training of trainers held in Tyumen on 18-19 April 2019																												
4th training of trainers to be held in Vladivostok on 6-7 June 2019																												
Activity 3.3 - Training on risk-based approach to inspections.																												
Act 3.3.1	<ul style="list-style-type: none"> Pilot trainings and capacity building events for staff of business associations (multiplier factor) and staff of SME's interested to participate. Up to four trainings based on training manual and facilitated by the participants in the ToT (Act 3.2.2) 	<ul style="list-style-type: none"> Business associations Chambers of commerce and industry (federal and regional) 		<ul style="list-style-type: none"> STC (Int) up to 10 working days STC (loc) up to 10 working days Cost of trainings (event organisation) Translation/interpretation Publication and dissemination Cost of travel and accommodations 																								
Expected Result No. 4 - Public services for entrepreneurs at the state and municipal levels are delivered in an accountable and transparent manner, in accordance with the rule of law																												
Objectively Verifiable indicators OVI(s)		Means of verification	Risks and Assumptions	Costs																								
<ul style="list-style-type: none"> Improvements in the provision of public services in target municipalities, as reported by stakeholders, including reduction in the reported occurrence of conflicts of interest Trainers trained under the project conduct regular trainings in target municipalities 		<ul style="list-style-type: none"> Project progress and activity reports (including feedback, statistics and reports from events, etc.) Official data from Ombudsperson institutions Regulatory changes at the municipal level to strengthen the institutional transparency and accountability. 	<ul style="list-style-type: none"> Lack of support by the Regional Business Ombudspersons Lack of data due to low participation of business community in the surveys Lack of political will by Municipal authorities to implement recommendations from TPs 	<ul style="list-style-type: none"> Political commitment from municipal authorities to address corruption issues affecting the entrepreneurs Strong Commitment by the Federal and Regional BO to address and implement recommendations for prevention of corruption affecting business Full support of the Federal and Regional Business Ombudspersons to the WGs created under the project 																								
Activity 4.1 - Review and assessment of the current system providing public services by the municipal authorities with the aim of identifying deficiencies and providing recommendations for improvement.																												
Act. 4.1.1	Establishment of the Expert Working Group # 4 on the "Corruption factors and trends in public services provided to business entities"	<ul style="list-style-type: none"> Functioning Working Group (about 5 members) of National and International Experts on Corruption factors and trends in public services provided to business entities at municipal level in the Russian Federation 	<ul style="list-style-type: none"> Federal, public and regional Ombudspersons Regional and municipal authorities Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 																									
Act. 4.1.2	Up to 3 expert level workshops to develop the parameters of the survey and discuss the scope and type of information to be collected in relation to public services for businesses at the municipal level. One Working Group meeting was held on 21 December 2016. In addition, Working Group continued its work through video conferencing and discussions on the sidelines of workshops held under Act 4.1.4 (28 March 2017, 16 June 2017 and 18 May 2018)	<ul style="list-style-type: none"> Methodology and scope of survey available Data collected report and analysis 	<ul style="list-style-type: none"> Federal, public and regional Ombudspersons Regional and municipal authorities Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 																									
Act. 4.1.3	Compilation of technical paper of WG # 4 analysing the findings of the survey on the corruption factors and trends in public services.	<ul style="list-style-type: none"> TP analysing the findings of the survey and providing recommendations for reform 	<ul style="list-style-type: none"> Federal, public and regional Ombudspersons Regional and municipal authorities Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 																									
Act. 4.1.4	Organise up to 5 workshops to discuss the findings from the Technical Paper of WG #4 and present recommendations for reform	<ul style="list-style-type: none"> Up to 5 Workshops organised; Workshop agenda and list of participants available Activity report available 	<ul style="list-style-type: none"> Federal, public and regional Ombudspersons Regional and municipal authorities Business associations Chambers of commerce and industry (federal and regional) Regional and Municipal authorities 																									
	1st workshop held in Tver on 28 March 2017																											
	2nd Workshop held in Krasnousolsk, Republic of Bashkortostan, on 16 June 2017																											
	3rd Workshop held in Kazan on 18 May 2018																											
	4th Workshop held in Pyatigorsk on 8 November 2018																											
Activity 4.2 - Provision of capacity building for municipal authorities and sharing of good practices in the provision of public services from CoE member states, as well as good practices from other regions of the Russian Federation.																												

Activities/Actions		Deliverables	Beneficiary Institutions	Target Groups	Means	2016			2017				2018				2019												
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Act 4.2.1	Handbook on good practices for the provision of public services	• Training Handbook available in English and Russian language, including case scenario exercises	• Regional and municipal authorities • Regional Business Ombudspersons		• STC (Int) up to 20 working days • STC (loc) up to 10 working days																								
Act 4.2.2	Training of at least 10 staff members of municipalities from each pilot regions based on the handbook developed under the project (up to 4 trainings)	• Up to 4 trainings organised; • Training agendas and list of participants available • Activity report available	• Regional and municipal authorities • Regional Business Ombudspersons		• STC (Int) up to 10 working days • STC (loc) up to 10 working days • Cost of trainings (event organisation) • Translation/interpretation • Publication and dissemination • Cost of travel and accommodations																								
Expected Result No. 5 - Capacities of the Regional Business Ombudspersons are strengthened with regards to the institutions' ability to effectively take forward entrepreneurs' complaints about corruption		Objectively Verifiable indicators OVI(s) • Mechanism(s) is/are being put in place and running effectively.	Means of verification • Project progress and activity reports; • Statistical data on the number of complaints received and processed	Risks and Assumptions	Benchmarks	Costs																							
Activity 5.1 - Establish a Working Group(s) in select regions, to discuss potential models of a confidential (anonymous) mechanism of reporting corruption by entrepreneurs.																													
Act 5.1.1	Establishment of the Expert Working Group # 5 on the "Potential models of a confidential (anonymous) mechanism of reporting corruption by entrepreneurs"	• Functioning Working Group (about 6 members) of National and International Experts on Corruption reporting and whistleblower protection;	• Federal, public and regional Ombudspersons • Business associations																										
Act 5.1.2	Organise up to 4 workshops (15 RBOs in each) to discuss with Regional Business Ombudspersons the potential models of confidential (anonymous) mechanism of reporting corruption by entrepreneurs 1st Workshop held in Vladivostok on 8 October 2018 2nd Workshop held in Moscow on 17 December 2018 3rd Workshop held in Sochi on 26 March 2019	• Up to 4 workshops organised; • Workshop agenda and list of participants available • Activity report available	• Federal, public and regional business Ombudspersons		• STC (Int) up to 6 working days • STC (loc) up to 6 working days • Cost of four workshop (event organisation) • Translation/interpretation • Publication and dissemination • Cost of travel and accommodations																								
Act 5.1.3	Technical paper/handbook outlining the role, tasks and functioning of the mechanism for confidential (anonymous) reporting of corruption offences, taking into account the discussions from workshops referred to in Act 5.1.2	• Technical paper available in English and Russian language	• Federal, public and regional business Ombudspersons		• STC (Int) up to 15 working days • STC (loc) up to 15 working days																								
Activity 5.2 - Piloting the corruption reporting/complaints mechanism in a number of select regions.																													
Act 5.2.1	Training for the RBOs members of the mechanism for handling the confidential (anonymous) reports and the steps for verification based on handbook referred to in Act 5.1.3). (up to 3 trainings) 1st training to be held in Petrozavodsk on 26 June 2019	• Up to 3 trainings organised; • Training agendas and list of participants available • Activity report available	• Federal, public and regional business Ombudspersons		• STC (Int) up to 10 working days • STC (loc) up to 10 working days • Cost of trainings (event organisation) • Translation/interpretation • Cost of travel and accommodations																								

	UK contribution 1st and 2nd phases
	Norway + Luxembourg + UK 3rd VC
	Remaining period (funding sought)
	October - December 2017 - break of activities