

*Version of Inception Report – As approved in November 2004*

## **IMPLEMENTATION OF ANTI-CORRUPTION PLANS IN SOUTH-EASTERN EUROPE (PACO IMPACT)**

*A project funded by the Swedish International Development Cooperation (Sida)*

### **Workplan of Activities (Extended Version)**



**PACO Impact is funded by the Swedish  
International Development and  
Cooperation Agency (Sida)**

1 WORKPLAN: INPUTS & LOGICAL FRAMEWORK FOR EACH PROJECT AREA

(Highlighted areas indicate activities that have already been carried out)

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/BENEFICIARIES	CoE INVOLVEMENT
1.1	Albania					
<b>OUTPUT 1: Improved Anti-Corruption Strategy and Action Plan of Albania. Strengthened capacities of reporting, monitoring and increased accountability.</b>						
Planned: End of September 2004 <b>Held: Sept/October 2004</b>	Expert Review on the "Monitoring and Improvement of Indicators of Success in the AC Plan"	<ul style="list-style-type: none"> <li>- Improved indicators of success</li> <li>- Clear distinction between objectives and indicators in the measures of the Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Submission of proposals from other actors</li> <li>- Final draft of the revised Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Ambiguity of the AC Plans from different institutions</li> <li>- Lack of concrete and measurable actions</li> </ul>	ACU ACMG Civil society	1 Consultant (Written expertise) Translation of the Opinion into the local language LPO Coordination
25 October 2004 <b>Held: 25 October 2004</b>	Roundtable on the effectiveness of revised Action Plan based on the expert opinion and the three main pillars of the strategy (1 day)	<ul style="list-style-type: none"> <li>- Action Plan structure elaborated</li> <li>- New effective measures and indicators of success to measure progress are introduced in the new draft of the AC plan for 2004-2005;</li> <li>- Continuous implementation of the new AC Plan in an effective and operational way.</li> </ul>	<ul style="list-style-type: none"> <li>- Actors' comments and suggestions inserted in the new structure Actors involved agree upon the new proposed structure</li> <li>- Actors involved agree upon the new proposed structure</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of formal discussions</li> <li>- Not satisfactory participation and agreement from some institutions to take new measures or change existing measures;</li> <li>- Not clear understanding of some new elements which may need political support and financial back up.</li> </ul>	ACU, ACMG, civil society, Contact Points in all line institutions 35 Total	Financial support for the organization of the RTD Expert Opinion PM LPO Coordination
Planned: 18-19 November 2004	Organization of the 4 <sup>th</sup> National Conference of the Fight against Corruption 2003-2004	<ul style="list-style-type: none"> <li>- Satisfactory participation, and political support assured by all actors;</li> <li>- Forums of discussion provide a</li> </ul>	<ul style="list-style-type: none"> <li>- Action Plan 2003-2004 approved, published, and disseminated in a wide range;</li> <li>- Inventory of Achievements</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of formal discussions</li> <li>- Not satisfactory political support</li> </ul>	ACU, ACMG, all line ministries, civil society and representatives from local government 80 Total	Financial support for the organization of the 4 <sup>th</sup> National Conference PM and HCPD LPO Coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Held: 9-10 December 2004 2004		final and reviewed version of the AC Plan and inventory of achievement.; - New policy strategies are introduced in the fight against corruption through the AC Plan for 2004-2005	and Failures is openly discussed with all participants and media; - GRECO, SPAI, EC reports and other assessments on the quality and effectiveness of the reviewed AC Plan for Albania;			
Planned: December 2004	Publication and distribution of the Action Plan 2003-2004	- Large distribution in all central and local government institutions as well as civil society, international organizations, media, etc; -institutions use the document as a bench mark in their work when reporting and monitoring anti-corruption measures - Public is informed and understand government policies in the fight against corruption - reactions/comments/suggestions	- Publication and distribution in due time	- Publication delays	All institutions and line ministries Public  500 Copies	Financial support for the publication of the Action Plan 2003-2004 LPO Coordination
Held: July 2005						
January 2005	Publication of a CD and/or leaflets with the informative materials on the Fight against Corruption  Purchase of the Albanian Jurisprudence Program (JURIST)	Large distribution in all central and local government institutions as well as civil society, international organizations, media, etc.  Increased knowledge on jurisprudence and new legislation in place. Programme content is used by the ACU on their daily work	- Publication and distribution in due time; - Copies of Leaflets; -Copies of CDs	- Designing delays - Publication delays	All institutions and line ministries Public  100 CDs 600 Leaflets	Financial support for the publication of leaflet and CD LPO Coordination
Held: February 2005						

**OUTPUT 2: Strengthen capacities of the Anti-corruption Unit to discharge more policy and reform advise and increase other capacities**

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Planned: Mid December 2004  <b>Rescheduled for March 2006</b>	Training Seminar of the ACMG members and Contact Points on the management of monitoring the Action Plan (2 days)	<ul style="list-style-type: none"> <li>- Clear understanding and actions following the AC Plan for 2004-2005 are gained by all CPs and ACMG members when implementing the new AC Plan</li> <li>- Enhanced capacities of monitoring and reporting vertically and horizontally through the introduced new guidelines;</li> </ul>	<ul style="list-style-type: none"> <li>- Results achieved from periodical monitoring</li> <li>- Active involvement in ACMG Board meetings</li> <li>-guidelines of reporting and monitoring in place;</li> <li>AC Plan Inventory of Achievement reports</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of participation/passive participation;</li> <li>- Not full commitment and resources to use the provided guidelines from all institutions</li> </ul>	ACMG ACU Contact Points  35-40 participants	1 Consultant Activity funding LPO Coordination
Planned: Mid-January 2005  <b>Rescheduled for February 2006</b>	Expert Review on the legal status and authority of ACU aiming at the establishment of an independent authority and the review of the ACMG structure and composition	<ul style="list-style-type: none"> <li>- Constructive participation and/or contribution of the involved actors (technical level)</li> <li>- Policy paper advising on a new legal framework aimed at establishing or strengthening an independent ACU for Albania</li> <li>- Approved policy paper (partly or wholly)</li> </ul>	<ul style="list-style-type: none"> <li>- Policy Paper as introduced to ACMG, and CM;</li> <li>- ACU legal status changed</li> <li>-ACMG structure and composition changed</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of political will</li> <li>- Necessary lobbying (including the political level to support and assist</li> <li>- This activity may need to be re-visited again following the Policy Paper in order to maintain the momentum and further provide dialogue with all stake holders.</li> </ul>	ACU, ACMG, Office of Minister of State for Coordination, Council of Ministers	1 Expert on line (written expertise) Policy Paper  PM and HTC LPO Coordination
Planned: 30 November 2004  <b>To be re-concepted</b>	Roundtable on the strengthening of the functioning and reporting capacities as well as the review of Triangle Committee structure	<ul style="list-style-type: none"> <li>- Report issued show a more effective and operational relationship among institutions of the triangle committee</li> <li>- Enlargement of the its composition</li> <li>- Quarterly publication of the corruption data/statistics</li> </ul>	<ul style="list-style-type: none"> <li>- Effective functioning and periodical data exchange</li> <li>- Triangle Committee Reports and Media releases;</li> <li>- Number of cases that are reported periodically and their follow up reports;</li> <li>- GRECO and SPAI reports</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of participation</li> <li>- Lack of data reporting</li> <li>- Lack of regular meetings</li> </ul>	PG's Office ACU, ACAC MoJ High Inspectorate of Declaration of Assets 30-35 Total	1 Expert (TBC) Activity Funding LPO Coordination
<b>OUTPUT 3: Improved key legislation and its implementation in line with international and European commitments that Albania has adhered to</b>						
	Training seminar on the	- Understanding of standards and	-Number of trained people	-Lack of participation	ACU,	Activity funding

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Planned: Early May 2005  Held: 5-6 May 2005	Public Information Law with all public information officers at the local government level (2 days)	responsibilities (under this law) by the public administration officials -Drafting necessary sub legal acts and administrative mechanisms; -Issued Guidelines for implementation of the law are used by Public Information Officers	- Guidelines on the implementation of the law	and/passive participation	ACMG, Civil society Local and regional public information officers  40 Total	LPO Coordination
Panned: Early June 2005  Rescheduled for April 2006	Training seminar on the Public Information Law with judicial administration officers (2 days)	- Understanding of standards and responsibilities (under this law) by the public administration officials -Drafting necessary sub legal acts and administrative mechanisms - Issued Guidelines for implementation of the law are used by Judicial Administration officers	-Number of trained people - Guidelines on the implementation of the law	-Lack of participation and/passive participation	ACU, ACMG, Civil society, Chancellors, Public information officers, Bailiff officers, Judicial administration officers  40 Total	Activity funding LPO Coordination
Planned: End of February 2005  Rescheduled for March 2006	Expert Review on the final draft law on the amendments to the Political Parties and Electoral Campaigns law as provided by the study of ACU	-Engagement of the political level in the process - Introduction of international standards in the existing law; -improved legislation prior to elections; -prevention of possibilities (in the law text) of violation during the funding of political parties process	- Amendments being passed by the Council of Ministers and then approved by the Parliament - Text of the law	- Lack of political will - Delays in approving the draft law in Parliament	ACU, Electoral Commission, representatives from different political parties, State Audit, High Inspectorate for the Declaration of Assets, ACAC, MoJ	1 Expert (written expertise) LPO Coordination
Planned End of October 2004  Held: October/December 2004	Expert Review on the amendments to the Conflict of Interest existing legal framework as provided by the study of ACU	-Introduction of new international standards on Conflict of Interest; - Existence of unified and operational legislation on the Conflict of Interest; - Application of the new standards as introduced by legislation changes	- Expert review as provided to the authorities; - Improved and finalised amendments - Text of the newly introduced legislation	- Prolonged policy discussions on the issue of having a new material law versus amendments in the existing legal framework	ACU, ACMG, MoJ, High Inspectorate for the Declaration of Assets	1 Consultant (written expertise) from the CoE in cooperation with: 1 Consultant from OECD (written expertise) LPO Coordination  <b>Note: This is joint project activity with OECD</b>

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Planned: November-December 2004  <b>Held: 13 June 2005</b>	Roundtable to discuss expert opinion on the Conflict of Interests provisions/existing compilation of the legal framework (1 day)	- Round Table Discussion Report in the final findings suggest changes into the legislation as agreed by all participants; - Policy structure is decided and agreed during the final discussions on the RTD;	- RTD report ; - Policy Paper as submitted for approval by the CoM and Parliament -GRECO, OECD, SPAI reports when assessing the issue of conflict of interests legislation	- Lack of participation and lack of willingness to engage in the process - Delays in following up with the Expert Review Paper and their application to a Recommendation Policy Paper for the government	ACMG, MoJ, High Inspectorate for the Declaration of Assets, PG's Office, High Council of Justice, ACAC, relevant ministries 30-35 Total	Activity funding LPO Coordination 1 Consultant (CoE or OECD)  <b>Note: This is joint project activity with OECD/SIGMA</b>
Planned: End February 2005  <b>Rescheduled for April 2006</b>	Expert Review on the legislation concerning immunities of high officials (including judges and prosecutors)	- Introduced best practices through a review and recommendation expertise opinion for consideration by the authorities; - Follow up Policy Paper is initiated by the authorities seeking change of legislation in this field	- Expert Review and Recommendations paper - Follow up report by the authorities on the Policy that needs to be in place. -GRECO report	- Lack of political will - Delays in preparing the follow up policy paper from the authorities	ACU, ACMG, MoJ, High Inspectorate for the Declaration of Assets, ACAC, Parliament Legal Advisor's Office, Parliament Legal Commission, representatives from different parties and the judiciary	1 Expert (Written Expertise) LPO Coordination
Planned Mid 2005  <b>Rescheduled for April 2006</b>	Roundtable based on expert review of legislation on the immunities of high officials (including judges and prosecutors) (1 day)	- Participation and feedback (especially from the interested high officials); - Agreement on the best practices by the Expertise opinion and other suggested changes from the Albanian authorities (ACU); - Decision is agreed on the guidelines and content for Follow up Policy Paper is initiated by the authorities seeking change of legislation in this field	- Round Table Report - Text of Structured Policy Paper	- Political will - Lack of participation of other opposition political parties into a multi-party discussion	ACU, ACMG, MoJ, High Inspectorate for the Declaration of Assets, ACAC, Parliament Legal Advisor's Office, Parliament Legal Commission, representatives from different parties and the judiciary  20-25 Total	Activity funding LPO Coordination
<b>OUTPUT 4: Implemented "Case Management" Reform at the Prosecutorial Services in line with the implementation of the Anti-corruption Plan of Albania for 2003-2004</b>						
Planned to initiate on	Establishment of the	- Working Group is established	- List of the working group and	Technical and logistical	PG's Office	Activity funding

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
January 2005	working group to cover the following preparatory phases:: - feasibility of the impact when applying the case management system in the entire country; - drafting the necessary PG Order on the new system of the case management; - finalise the practical and technical arrangement of application of the case management sheets - issuance of the PG's Order	and initiates its first step toward activity implementation; -Formulated forms on which the Case Management system will be applied; - Draft of the PG Order; - Printed master standards of the forms to be introduced in the region as samples.	its action plan of work; - Final Forms of Case management approved and ready to be applied; - Enforced PG Order on the establishment of the new system on the case management	resources are not all in place  Delay in finalising the draft action plan	Prosecutorial services WG	LPO Coordination
<b>Held: November 2004-January 2005</b>						
Planned: January-February 2005  2-3 days (Lower Saxony-Germany)	Working Group Discussion in finalising the Action Plan for the implementation of the "Case Management" new system  Enable the working group members to discuss issues of operational and implementation of case management with other experts in the field: Germany prosecutorial services.	- The working group finalises the Action Plan; -Approval of the Action Plan by the Office of Prosecutor General; - Methodologies and Procedures for implementation based on the international standards are assimilated by all working group members and ready to be introduced; -Final Action Plan Report is in place	- Report on the Visit and working Sessions in (Lower Saxony); - Expert review report; -Final Action Plan for implementation.	- Limited financial resources to organise a visit and working group session in Germany enabling discussion with many international officers in the filed of Case management.	Working Group as established by the Office of Prosecutor General.  6-7 Total	One Expert-Germany One Expert US PM, LPO,  Activity funding LPO Coordination  <b>Note:</b> Experts are the same ones that prepared the initial recommendations under the PACO Albania 2 project. In order to maintain the continuation of the same expertise and knowledge.
<b>Held: 30 June-1 July 2005</b>						
Planned: March-April 2005	Preparation and the production of the	- Final software system ready to be inserted and applied	- Final production of questionnaire and software	- Delays in finalising the new administrative	PG's Office WG	1 – 2 Experts Activity funding

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>Rescheduled: March 2006</b>	centralised data base and forms for case management system in the central office (PG's office)	- Final forms are in ready to introduced		procedures for introducing the new structure		LPO Coordination
Planned: Mid September 2005 <b>Rescheduled: June 2006</b>	3 regional trainings aiming at the presentation of the case management and its ways of implementation (1-2 days)	- Presentation of the new case management system	- Start up of the process - Manual on the new case management	-Difficulties in applying and understanding the new system	PG's Office Prosecutorial services WG 100 Total	Activity funding LPO Coordination

## 1.2 Bosnia and Herzegovina

### OUTPUT 1: Coordinated efforts on reviewing the Anti-corruption Strategy and strengthened monitoring capacities of Anti-corruption Plan for BiH

Planned: Mid November 2004	Workshop: Initiate a policy discussion on the necessity of: - Review the Anti-corruption Plan and the establishment of the Anti-Corruption Coordinating and Monitoring Body (ACMC-Anti-corruption and Monitoring Commission)	- Reviewed version of the AC plan/strategy - Recommendations for the establishment of ACMC (legal grounds and the justification for the establishment of the Commission; role and purpose of the Commission and its operational framework) - Distribution of the recommendations to the relevant state bodies and authorities for the decision - Establishment of the Commission	The relevant documents that will be drafted in the course of the activity  Operational Commission by the end of the project	Delays in achieving coordination and support by all institutions;  The existence of the political consensus amongst relevant administrative BiH bodies (political preconditions);  Financial support (budgeting) to the Commission (financial preconditions);  Secured appropriate human resources (technical preconditions);	GRECO Delegation; PRSP Office established by WB through CoM decision; BiH MoJ; MONEVVAL Delegation; High Judicial and Prosecutorial Council of BiH (HJPC); Ministry of Security BiH; SIPA (State Investigative and Protection Agency currently under Ministry of Security BiH); BiH Prosecutor's Office; Entities' Prosecutorial Offices; FBiH and RS Ministries of Interior; Entities' Tax and Customs Administrations; Financial Police; and relevant institutions from Brcko District; BiH Election Commission; Entity and State	2 Consultants  Activity funding LPO Coordination
<b>Held: 7-8 December 2004</b>						



TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Planned: December 2004  Held: January, February, April, June 2005	<p>RTD on the following issues:</p> <ul style="list-style-type: none"> <li>- AC Strategy and Plan – policy streamlining</li> <li>- Coordination and share of knowledge on monitoring the anti – corruption measures;</li> <li>- Management of institutional efforts when taking AC measures</li> </ul>	<ul style="list-style-type: none"> <li>- Recommendations for the policy streamlining in order to be reflected in the revised version of the AC plan within the PRS</li> <li>- Clear definition of priorities related to the implementation of anti-corruption activities</li> <li>- terms of participation and information exchange between different institutions; and other relevant issues;</li> </ul> <p>Distribution of the recommendations to the relevant state bodies and authorities for the decision and implementation of the recommendations</p>	<p>Result of new data and information subject to the a GRECO compliance evaluation</p> <p>Streamlined policy that specifies terms of coordination and sharing of knowledge on monitoring the anti – corruption activities</p>	<p>Risks: Possible overlapping between already existing bodies fighting corruption, and the existence of different proposed solutions provided by the previous international advisory bodies (finished and ongoing projects)</p> <p>Same as above</p>	<p>Auditors; Ombudsman Office (and its branches); Directorate for EU integration;  Transparency International and other relevant civil associations  ICITAP; OHR-ACCU, EUPM 25-30 Total</p> <p>Same as above</p>	<p>2 Consultants Activity funding LPO Coordination</p>
<b>OUTPUT 2: Sustained and coordinated monitoring, and reporting of Anti-corruption measured in BiH</b>						
Planned:	Initiate the establishment	- Final Concept paper on the	Submission of the Concept	Same as above	Same as above	2 Consultants

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Mid January 2005	of an Anti-Corruption Coordinating and Monitoring Commission (based on the reviewed of the anti –corruption strategy and its action plan) ; other duties to be asserted) aimed at drafting and preparing the concept paper	ACMC - Draft legal decision for the establishment of ACMC (legal grounds and the justification for the establishment of the Commission; role and purpose of the Commission and its operational framework) - Distribution of the draft to the relevant state bodies and authorities for the decision - Endorsement of the establishment of the ACMC by gov. authorities and OHR	paper Finalised Legal framework of the ACMC Newly set up Commission by the end of the project	Legal limitations to the establishment of the Commission		Activity funding LPO Coordination
<b>Rescheduled for April 2006</b>						
Planned: June 2005	Training of the Anti – Corruption Coordinating and Monitoring Commission (training topics to be asserted)	Training completed Number of trained members	Increased capacity for coordinating and monitoring anti –corruption activities	Timely establishment of the Anti – Corruption Coordinating and Monitoring Commission and appointment of staff	The Commission 15-20 Total	2 Consultants Activity funding LPO Coordination
<b>Rescheduled for May 2006</b>						
<b>OUTPUT 3: Improved legislation and its implementation (especially related to investigation of corruption) in line with international and European commitments that BiH has adhered to</b>						
Planned: February 2005	Specialized training Seminar on investigation and criminal proceedings against corruption and economic crime offences: Evidence collection and use of Special Investigative Means (case studies, etc.);	Training completed Number of trained members	Training Report Increased capacity and skills for investigating and prosecuting corruption and economic crime cases in line with international standards	Availability of the participants Delays in organising the activity	Prosecutors Offices of entity and state level; Law enforcement agencies (police and other investigative agencies) and judges; Centre for Education for Judges and Prosecutors; and Police Academy 25-30 Total	1 Expert Activity funding LPO Coordination
<b>Held 9 February 2005</b>						



TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>OUTPUT 1: Revised and Comprehensive Anti-corruption Programme and Action Plan for Croatia</b>						
Planned: October – November 2004  Held: <b>September – October 2004</b> <b>9 December 2004</b> 11 March 2005 18 March 2005 18 April 2005	Establish the WG for reviewing the current AC Programme, after the approval of the MOJ.  Support technically all the WG sessions and requests for expertise	Working Group is created  Working Group is functional  Structure of Action Plan is in place for implementation of tasks from the Working Group  Working Group starts its periodical meetings	List of finalised and government endorsed Working Group list  Working group reports and recommendations  Working group action plan	Delays in setting up the working group due to some lack of coordination among institutions  Lack of human resources	MOJ, USKOK GRECO delegation, PSD, Parliamentary Commission, MoI, PG Office any relevant ministry.	Activity funding LPO Coordination PM
Planned: January 2004  Held Party: <b>8 February 2005</b>	Organise the Conference on the Review and Improvement of the National Anti-corruption Programme and Plan focussed on the preventive and educational aspects of the anti-corruption policy	Reviewed, updated, and improved structure of the National Anti-corruption Programme and Action Plan.  Tangible measures and Inventory of Achievements reflected in the Programme.  Increased accountability, reporting and responsibility devised among all relevant institutions as tasked by the Programme in accordance to the reported indicators of success.	The National Anti-corruption Programme and Action Plan.	Delays in finalising the draft of the reviewed National Anti-corruption Programme and Action Plan.	Anti-corruption working group, GRECO delegation representatives, USKOK, MoJ, PSD, Parliament Commission, some relevant ministries, independent bodies, representatives from the business community	1 Expert Activity funding LPO Coordination  PM and HCPD/HTCU
Planned: January-February 2004	Publication of the Final National Programme	Increased public awareness and transparency  Number of distributed copies and list of its recipients/users	Copy of the published document and its dissemination report  Number and geographic	Delays in publication, and its dissemination in the country	All institutions and NGOs as well as public	1 Expert Activity funding LPO Coordination Publication funds

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Rescheduled for March 2006		Widespread institutional knowledge about the National Programme and government's transparent reporting on its achieved and non –achieved measures.	distribution of the publication Number of governmental and non-governmental individuals that are aware of the existence and governmental procedures under the National Programme.		500 copies	
Held November 2005	Organise training on guidelines and tools to drafting anti-corruption action plan and setting up indicators of success, including here prevention and educational initiatives that need to be included in the existing Anti-corruption framework	Reviewed, updated, and improved structure of the National Anti-corruption Programme and Action Plan.  Tangible measures and Inventory of Achievements reflected in the Programme. Guidelines and Tools are being used by main involved institutions in implementing the National Programme	Recommended Guidelines and Tools Report  The National Anti-corruption Programme and Action Plan.	Delays in organising activity due to other connected delays (establishment of the working group, the review of the existing programme and providing a new version of the Programme)	WG: MOJ, USKOK GRECO delegation, PSD, Parliamentary Commission, MoJ, PG Office any relevant ministry.  30-35 Total	1 Expert Activity funding LPO Coordination
<b>OUTPUT 2: Strengthened USKOK capacities in the area of Public Relations and Prevention actions</b>						
Planned: March 2005 and on	Assist USKOK in establishing the two non-existing departments (Public Relations and Prevention and the Research and Documentation) and develop the necessary working methodology.	Established and functioning 2 Departments as provided by the law: 1. Public Relations and Prevention 2. Research and Documentation	The newly established structures	Delays in policy Decision taking Lack of budgetary funds Lack of Human resources  Potential changes in the existing law which no longer may require the establishment of these two	USKOK and MoJ and Civil Society representatives	Facilitating Dialogue Activity funding LPO Coordination
? -- Activity will be replaced with another one due to EC present						

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
assistance at USKOK				departments.		
Planned: End of December 2004 or Early January 2005	Working Group Workshop to discuss and present Recommendations on redefining a Policy Advice on the establishment of a Anti-corruption Monitoring Body	Workshops Policy Paper for the establishment of an Anti-corruption monitoring Body instead of the Parliamentary Commission; Policy Paper is endorsed by high level authorities and the establishment of the body is initiated.	Workshop is held; Number of participants that contribute to the Policy Paper preparation; Text of Policy Paper; Government reactions on the endorsement of the Policy Paper and establishment of a new body.	Consistent political will and coordination among all institutions as main stakeholders; Human and financial resource feasibility study needs to be provided and considered by government authorities	USKOK and MoJ and other in line institutions, including participation from civil society. 20-25 Total	1 Consultant Activity funding LPO Coordination
<b>Rescheduled for March 2006</b>						
<b>OUTPUT 3: Improved legislation and its implementation (especially related to investigation of corruption) in line with international and European commitments that Croatia has adhered to</b>						
Planned: April 2004	Organise training on the "Application of Treaty Law and Setting up standards in accordance to the relevant European and UN related Conventions and instruments", also provide tools and networking (Manual of cooperation) or the mutual legal assistance in criminal matters	Training Completed Number of trained members Provided training and written documents (guidelines) in a format of a " Road Map for implementation of International/European instruments"	Training Report Road Map distributed and assimilated by relevant institutions Impact report on the institutions that are using the Manual.	None	MoJ, USKOK, Parliamentary Commission, Members from Law, Ministry of Interior , Civil Society  15-20 Total	1 CoE Expert 1 UN expert Activity funding LPO Coordination
<b>Rescheduled for March 2006</b>						<b>Note:</b> this activity may be co-organised with SPAL
Planned: Mid-June 2005	Provide Specialised "case study" training on the practicalities of investigating and initiating criminal proceedings	Training Completed Provided training and written documents (guidelines) in a format of a " Case Study outline"	Training Report Outline distributed and assimilated by relevant institutions	None	Economic Crime and Corruption Department at the Ministry of Interior, USKOK, PGs Office, FIU	1 Expert Activity funding LPO Coordination
<b>Rescheduled for</b>						

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
May 2005	against corruption related offences				20-25 Total	
<b>OUTPUT 4: Strengthen Investigative and Coordination capacities within law enforcement agencies as specific measures under the Anti-corruption Action Plan of Croatia</b>						
Planned: May 2005	Provide Conferencing equipment for USKOK and its district offices	Video-conferencing increasing the quality of investigation and rapid share of information in the country	Video Conference equipment provided USKOK and Mol reports in the increase of investigation quality and increased communication with the districts	Not fully available funds	USKOK	Equipment Purchase only LPO Coordination
Held January 2006	Activity will be replaced with purchase of Computers equipments in compliance with the Project Document)					
Planned: May 2005	Provide SIMS Equipment for the Economic Crime Department at the Ministry of Interior  Purchase of SIMS at the amount of 14:000 Euro maximum equipments in compliance with the Project Document)	Application of SIMS Increased number of convicted cases due to the SIMS gathered evidence Increased quality of investigation	SIMS equipment provided USKOK and Mol reports in the increase of investigation quality and quantity	Not fully available funds	Ministry of Interior	Equipment Purchase only LPO Coordination
Rescheduled: January 2006						

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>1.4 "The former Yugoslav Republic of Macedonia"</b>						
<b>OUTPUT 1: Improved and comprehensive State Programme for Prevention and Repression of Corruption</b>						
Planned: End June 2004 and Mid-June 2005	Annual Conference on the implementation of the State Programme for Prevention and Repression of Corruption (two days).	Evaluation and improvement of the implementation of the State Programme (June 2004 to May 2005) and identifying plans for further activities.	- Text of Revised Programme - Report on further steps for implementation of the Matrix of the Action Plan of the State Programme (commencement of the work on Medium Terms of the Action Plan); - Further improved transparency (media outreach of the Conference conclusions). - PACO Impact Recommendation paper - GRCO and SPAI reports	- Political will, human and financial resources for the implementation of the newly revised State Programme.  - Continuous political support of State Commission actions when implementing specific measures and initiating reform in accordance to the Anti-corruption Programme	- State Anti-corruption Commission; - All relevant Ministries and other governmental institutions; - The Judiciary, - Financial and Banking Institutions; - Media; - NGOs.  60 Total	1 Consultant Activity funding LPO Coordination  PM
Planned: April 2005	Three one-day training workshops on the new measures for prevention of corruption deriving from the Law on Prevention of Corruption, each held in three different regional centres in the country.	Training held  Number of institutions trained staff to enable the effective implementation of the new Law on Fighting Corruption.  Number of cases/reports that have been reaching the State Commission due to increased knowledge on law implementation aspects.	Training Workshop Report  Impact report provided by AC State Commission reflecting their relationship with regional centres.	Lack of clear understanding Of implementation aspects based on the AC Programme and law.  Strong commitment for implementation of Action Plan measures.  Political will to support regional centres.	- State Anti-corruption Commission; - Local Government Authorities; - Media; - NGOs.  60 Total	Activity funding LPO Coordination
<b>Held (1 Regional Activity instead of three individual ones) On 13-14 May 2005</b>						



TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>OUTPUT 2: Strengthened capacities (monitoring, preventive, and public education) of the State Commission in line with the amended Anti-corruption Law</b>						
Planned: Mid-November 2004  Held: <b>November 2004</b>	Computer equipment for the State Commission (5 desktop and 4 laptop computers, a scanner, LCD Projector, printer LaserJet, software backup, and a copying machine).	Improvement of the technical equipping of the State Commission.	Increased effectiveness of the work of the State Commission		State Anti-Corruption Commission	Activity funding LPO Coordination
Planned: March 2005  Held: <b>December 2004 (one member only)</b>	Support the participation of 2 members of the State Commission to GRECO plenary sessions during the evaluation of FYROM	Enhanced international multilateral cooperation and efficiency in providing dialogue during GRECO evaluation procedures.	GRECO evaluation report	In contrary with GRECO rules of procedure and statute	State Anti-Corruption Commission 2 Total	Activity funding LPO Coordination
Planned: September 2004 and Nov. 2004  Held: <b>December 2004</b>	Translation into English of the Law on Prevention of Corruption and State Programme on Prevention and Repression (with action plan – matrix)  Translation into English of the Law on Financing Political Parties	Availability of the Laws and the State Programme to the Council of Europe and other institutions and foreign experts.  Abilities to provide information dissemination and a better understanding of legal basis or/and other international standards in country are increased.	Text of documents Number of institutions, and professionals who use these texts on their daily work.	Limited funds	State Anti-Corruption Commission Ministry of Justice	Activity funding LPO Coordination
Planned: December 2004	Translation and publication into Macedonian of Conventions due to be ratified by the Macedonian authorities and other	Existence and use of CoE conventions in Macedonian to enable their implementation through drafting the new relevant legislation.	Texts available in local language for use and practical arrangements during implementation process and application of international	Political will for implementation of the Conventions, Resolutions, and Recommendations.	Ministry of Justice	Activity funding LPO Coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	COE INVOLVEMENT
	relevant instruments/resolutions/recommendations	Facilitated process of ratification of the Conventions and other instruments of CoE in Parliament.	standards. Alignment of new legislation with CoE conventions and recommendation and ratification of signed conventions.	Limited funds		
<b>Held: December 2004</b>	CoE instruments/resolutions/recommendations	Increase of public and media outreach, transparency and impact of the State Commission's work.	Reports which show increased public profile of the Commission and its work. List of dissemination	Possible indifference of the public to PR campaigns.	State Anticorruption Commission	Activity funding LPO Coordination
Planned: May 2005	Publication and dissemination of the public reports of the Commission: through brochures, leaflets, and booklets for the public and institutions					
<b>Held: May-July 2005 (still on going)</b>						
<b>OUTPUT 3: Strengthened capacities of successful criminal proceedings against corruption while applying the newly introduced criminal law legislation</b>						
Planned: December 2004/January 2005	Two days seminar for the implementation of the amended Law on Criminal Procedure.	Number of Trained members of Judiciary; Acquaintance and training of the judiciary with the amended Law on Criminal Procedures, in particular the provisions on determining penalties. Consistent implementation of the amended Law on Criminal Procedure	Training Report Number of Trained members GRECO report	Commitment for implementation of acquired knowledge. Consistent implementation of the new legislation	The Ministries of Justice, judges, the Public Prosecutor's Office, and lawyers 40 Total	1 CoE Expert 1 Local Expert Activity funding LPO Coordination
<b>Held: 22-23 December 2004</b>						
Planned: March 2005	Three workshops for court administration for the three Courts of Appeal on introduction to Anti-	Number of trained members and impact reports on their work following this training	Training Report Number of Trained members	Commitment for implementation of acquired knowledge.	State Anti-Corruption Commission, Supreme Court	Activity funding LPO Coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>Held:</b> <b>6 June 2005</b> <b>(Skopje)</b> <b>14 June 2005 (Stip)</b> <b>14 June 2005</b> <b>(Bitola)</b>	corruption measures within the judiciary  Two days long workshop for the inception of the work of the new Unit for Combating Corruption within the Public Prosecutor's Office (operational as of September 2004).	Knowledge and awareness on specific anti-corruption measures within judiciary is obtained and used in the administration of the Courts of Appeal.  Improved efficiency of court administration  Provision of initial training for the members of the Unit.	GRECO report  Effective and consistent work of the Unit in accordance with legislation.	Commitment for implementation of acquired knowledge.  Commitment for implementation of acquired knowledge.	50 Total  The ten members of the Unit for Combating Corruption and exerts from other relevant institutions.	Activity funding LPO Coordination
<b>Held: 16-17 March 2005</b>  <b>Planned: January 2005</b> <b>Held: 9-10 February 2005</b>	Two days long workshop for the implementation of the new Amendments to the Criminal Code	Training for staff of institutions to implement the new legal provisions.	Correct implementation of Criminal Code.	Commitment for implementation of acquired knowledge.	Ministry of Justice, judges, Public Prosecutor's Office, and lawyers.	Activity funding LPO Coordination
<b>OUTPUT 4: Increased capacities of the State Commission through twinning activities as foreseen in the State Programme</b>						
<b>Planned October 2005</b>  <b>Rescheduled in February 2006</b>  <b>Planned: December 2005</b>	Twinning partnership consultative cooperation between the State Commission and equivalent institutions in Estonia  Twinning partnership consultative cooperation between the State Commission and	Acquisition of best practices and exchange of experience in prevention of corruption from countries advanced and with compatible experiences in prevention of corruption.  Acquisition of best practices and exchange of experience in prevention of corruption from countries advanced and with	Foreign experiences considered in the implementation of national measures for suppression of corruption.  Foreign experiences considered in the implementation of national measures for suppression of	Practical compatibility of foreign experiences.  Practical compatibility of foreign experiences.	State Anti-Corruption Commission.  15 Total  State Anti-Corruption Commission.  15 Total	Activity funding LPO Coordination  Activity funding LPO Coordination PM

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	COE INVOLVEMENT
Rescheduled in April 2006	equivalent institutions in Italy. / or another EU member country	compatible experiences in prevention of corruption.	corruption.			
<b>1.5 Kosovo</b>						
<b>OUTPUT 1: Finalised and Endorsed Anti-corruption Plan for Kosovo</b>						
Planned: August 2004	Establishment of the Working Group for the drafting of the action-plan	WG established and action plan agenda is approved	1 st meeting of the WG report	Political support from UNMIK./OLA, DOJ, and PISG authorities on the process  Continuous commitment from WG members and PISG in engaging in the process for finalising the action plan by the end of the project term.	PISG institutions, UNMIK institutions, civil society  25 Total	Activity funding LPO Coordination
Held: 24 May 2004 and 27 August 2004						
Planned: 25-26 October 2004	Workshop for the drafting of the first part of the Action Plan	First part of the Action Plan drafted	Report of the workshop  Draft of Part I of Action Plan	Continuous commitment from WG members and PISG in engaging in the process for finalising the action plan by the end of the project term.  Support from PISG and UNMIK high level authorities  Delays in reaching the necessary outcomes	PISG, UNMIK, Civil Society  35 Total	1 CoE Expert / 1 Local expert Activity funding LPO Coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<p><b>Held: 25-26 October 2004</b></p> <p>Planned: 22-23 November 2004</p>	<p>Workshop for the drafting of the second part of the Action Plan</p>	<p>First part of the Action Plan drafted</p>	<p>Report of the workshop Draft of Part II of Action Plan</p>	<p>Difficulties in engaging a Local Expert Continuous commitment from WG members and PISG in engaging in the process for finalising the action plan by the end of the project term. Support from PISG and UNMIK high level authorities Delays in reaching the necessary outcomes Difficulties in engaging a Local Expert</p>	<p>PISG, UNMIK, Civil Society  35 Total</p>	<p>1 CoE Expert / 1 Local expert Activity funding LPO Coordination</p>
<p><b>Held: 21-22 Feb. 2005 15 April-1 May 2005</b></p>	<p>RTD in seeking approval of the First Draft of the Action Plan.</p>	<p>Draft of finalised Action Plan is discussed among involved institutions Action Plan approved is approved in the end of the process</p>	<p>Formal Approval of the WG Meeting report Draft of Action Plan</p>	<p>Continuous commitment from WG members and PISG in engaging in the process for finalising the action plan by the end of the project term. Support from PISG and UNMIK high level authorities Delays in reaching the necessary outcomes</p>	<p>Working Group Total: 25 – 35 participants</p>	<p>Activity funding LPO Coordination PM, HTCUC</p>
<p><b>Held: 8 December 2005</b></p>						

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Rescheduled for end December 2005 Planned: March 2005	Submission of the Action Plan for consideration to the PISG and UNMIK authorities	Action Plan adopted by the government Action Plan and Strategy is endorsed by the Assembly of Kosovo and SRSG of Kosovo in the end of the process.	Text of Action Plan in association with the Anti-corruption Strategy Formal adoption of the Action Plan	Difficulties in engaging a Local Expert Continuous commitment from WG members and PISG in engaging in the process for finalising the action plan by the end of the project term. Support from PISG and UNMIK high level authorities Delays in reaching the necessary outcomes	WG + Government	Facilitation of the meeting / CoE and OGG (Office of Good Governance / Office of Prime Minister) Activity funding LPO Coordination
Held: December 2005						

**OUTPUT 2: Increased efficiency of the specialised law enforcement authorities in the fight against corruption**

Planned: August 2004  <b>Activity is cancelled., however additional assistance on the establishment of ACA will be provided if necessary and with prior approval from Sida.</b>	Increase of the number of the anti-corruption local and international investigators in the FIU structures in order to increase capacities for investigating corruption and sustainability of knowledge as such in Kosovo (Policy discussion meeting with the SRSG)	Number of investigators increased  Number of local investigators is increased, and transfer of skills among all FIU members is being obtained  Number of trained new FIU investigators in the end of the project term increased 50%	Meeting report Report on Formal Commitment and actions taken by UNMIK/SRSG following the meeting;  Periodical reports from FIU on their increased capacities	Political support from UNMIK./OLA, DOJ, and PISG and FIU authorities on the process;  Limited human and financial resources	Guardia di Finanza, DoJ, Local Prosecutors, SRSG, Head of Pillar 1, and CoE    10 Total	CoE political support and dialogue with relevant high authorities in Kosovo.  Activity funding LPO Coordination
---	--	---	---	---	---	--

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>OUTPUT 3: Preparation of the legal framework for an independent Anti-corruption Agency in Kosovo in line with the relevant international and European standards</b>						
Planned: 28 December 2004  Held: 19 August 2005	RTD on the establishment, structure, placement, funding and staffing of the ACA	RTD held Policy Paper is issued for consideration to high level authorities on the need and procedures of establishing ACA	Report of RTD Policy Paper	Political support from UNMIK./OLA, DOJ, and PISG authorities on the process; Limited human and financial resources Continuous commitment from WG members and PISG in engaging in the process for finalising the policy paper by the end of the project term.	PISG, UNMIK, Civil Society, Ad-hoc group (see Output II)  25-30 Total	1 Expert/consultant Activity funding LPO Coordination
Planned: February 2005  Held: 19 August 2005	Drafting RTD session of the Under statutory Act on the ACA and the presentation of the draft of AC by WG	Under statutory Act drafted Policy Paper is taken on consideration	Report on RTD Drafting of the Act Approval by the participants	Political support from UNMIK./OLA, DOJ, and PISG authorities on the process; Limited human and financial resources Continuous commitment from WG members and PISG in engaging in the finalisation of the process by the end of the project term.	PISG, UNMIK, Civil Society, Ad-hoc Group  25 Total	1 CoE expert / consultant, 1 local expert, Activity funding LPO Coordination
Planned: 26-27 January 2005	Organise training on the "Application of Treaty Law and Setting up standards	Training Completed Number of trained members	Training Report Road Map distributed and	Delays in organising the activity and assuring full and appropriate	PISG Institutions, UNMIK, Civil Society	1 CoE Expert 1 UN Expert 1 local expert,

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>Rescheduled for February 2006</b>	in accordance to the relevant European and UN related Conventions and instruments", also provide tools and networking (Manual of cooperation) or the mutual legal assistance in criminal matters	Provided training and written documents (guidelines) in a format of a " Road Map for implementation of International/European instruments"	assimilated by relevant institutions Impact report on the institutions that are using the Manual.	participation.	Total: 35 participants	Activity funding LPO Coordination  <b>Note:</b> This activity will be co-organised with SPAI
<b>OUTPUT 4: Establishment of anti-corruption service (Office) in Kosovo</b>						
Planned: April 2005-February 2006	Provide assistance and support to the establishment of the new office of ACA in Kosovo (including the purchase of equipment)	ACA established and staffed with personnel Equipment purchased ACA Staffing ACA becomes operational by the end of the project term	Report on the office establishment ACA Office, its activities and human resources	Political support from UNMIK./OLA, DOJ, and PISG authorities on the process; Limited human and financial resources Continuous commitment from WG members and PISG in engaging in the process until the end of the project term.	PISG Institutions OGG UNMIK Anti-corruption Working Group	1 or 2 expert / consultant; Activity funding LPO Coordination Purchase of Equipment
<b>Rescheduled for March –April 2006</b>						
<b>1.6 Montenegro</b>						
<b>OUTPUT 1: Finalised and endorsed a comprehensive Anti-corruption Programme and its Action Plan</b>						
Planned: 13-14 September 2004	Consultancy Group with the Ministry of Working	Establishment of the working group to revise the draft of AC and	The text of Program as drafted for endorsement to the Working	Delays in establishing the working group	Ministry of Interior, Organised crime and Economic Crime Unit,	2 Consultants (IMPACT and CARPO) Activity Funding



TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>Held: 13-14 September 2004</b> Planned: 15 November 2004	Interior in order to finalise the necessary changes in the Programme of Anti-corruption and Organized Crime	<p>OC Programme</p> <p>Final Draft is revised and amended after agreement with all WG members</p> <p>Final draft contains suggestions and recommendation in international standards as provided by CoE Consultants</p>	<p>Group Sessions</p> <p>Report of participation in the process by Civil Society representatives</p>	Delays in finalising the Draft revision and change of structure for the AC and OC programme	Agency for Anti-corruption  5-10 Total	LPO coordination
	Expert Meeting to discuss the final Draft of the Programme of Anti-corruption and Organized Crime	<p>Draft Programme is finalised and approved by the expert meeting in a RTD format, and is ready to be presented to the Government</p> <p>Final Draft addresses all issues for consideration as raised in the past by CoE and other international organisations experts.</p>	<p>Activity report</p> <p>Text of Programme</p> <p>Formal endorsement of the Programme by the government authorities</p>	<p>Potential changes in the text that need to be re-addressed again.</p> <p>Lack of political will</p> <p>Delays in submitting the final text to the government for its endorsement</p>	<p>Ministry of Interior, Organised crime Department, other line Ministries Agency for Anti-corruption, Group for Changes, other representatives of Civil Society and representatives from political parties</p> <p>15-20 Total</p>	2 Consultants (IMPACT and CARPO) Activity Funding LPO coordination
<b>Held: 15 November 2004</b> Planned: 16 November 2004	Training on the Guidelines and Tools for preparing Anti-corruption Plan of specific measures and indicators of success	<p>Number of participants who obtain a clear understanding on the monitoring and management of the AC Programme</p> <p>Measures and indicators are clearly defined</p> <p>Implementation of the programme is initiated in due course and monitoring reports start to be produced from based on given guidelines.</p>	<p>Activity report</p> <p>Guidelines and recommendation paper used for distribution and during the training of activity participants.</p>	<p>Lack of political will to implement recommended guidelines in the process of programme implementation and monitoring</p> <p>Lack of sustained human resources in place for monitoring the implementation and using given guidelines</p>	<p>ACIA, GRECO country delegation, Ministry of Interior, media, NGOs</p>	2 Consultants Activity Funding LPO coordination
	<b>Held: 16 November 2004</b>					

**OUTPUT 2: Strengthen capacities of the relevant agencies (ACIA, NAC, Special Prosecutor, and Ministry of Interior) to implement the Anti-corruption programme and its Action Plan**

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Planned: December 2004 – May 2005  <b>Rescheduled: September 2005-February 2006</b>	On practice Training: Strengthening the capacity of ACIA to monitor and coordinate anti-corruption efforts and implementation of anti-corruption programme	The capacity of ACIA is strengthened; ACIA capable to implement AC plan measures and provide regular reporting	ACIA Activity progress	Lack ACIA's human resources and funds	ACIA	1 week Short term expert Activity Funding LPO coordination
Planned: November 2004  <b>Activity cancelled and replaced with : the National Conference against Corruption in cooperation with UNDP and TI Held: 19 October 2005</b>	High level Meeting: Initiate the policy dialogue on the establishment of the National Commission for the Prevention of Corruption	A policy decision is taken to establish the National Commission	Draft of the framework for establishing the Commission is finalized	Deadline for the establishing of the Commission is not defined  Political will and budget resources	Members of the Parliament, relevant governmental and state bodies, civil society  10-25 Total	Written Expertise Activity Funding LPO coordination
Planned: December 2004-March 2005  <b>Still on going until June 2006</b>	RTD on the tools of operations between the ACIA, special prosecutor, Department of Organized Crime at the Ministry of Interior in delineating their tasks with respect to monitoring, prevention, and repression of corruption in coordination with the National Commission for the POCO	The institutions have established and are willing to proceed based on a chart of cooperation among themselves when performing their duties	Training Report  Training provided and chart of cooperation is agreed and applied.	Consistent commitment based on the agreed chart of cooperation	ACIA, Ministry of Interior, Office of Special Prosecutor	1 Expert. Activity Funding LPO coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>OUTPUT 3: Strengthen the Capacities to introduce and implement new legislation in line with the international and European Standards</b>						
Planned: January 2005  Held: 8 February 2005	Organize a training on the implementation issues under the new CC and CPC with relevance to the investigation, criminal proceedings, and trial aspects of corruption related offences	Training is provided  Number of trained participants	Beneficiaries have been trained and received a clear understanding on the relevant issues with respect to CC and CPC criminal proceedings related to corruption offences		Police academy representatives, prosecutors, judges, Officers from the Organised Crime Department at the Ministry of Interior	1 Expert. Activity Funding LPO coordination
Planned: March 2005  Rescheduled for May 2006	Organize a training for the administrative staff of the newly established office of the Special Prosecutor	Training is provided  Number of trained participants	The Administrative Staff is trained and received a clear understanding on the structural and operational procedures of the Office of Special Prosecutor		Administrative staff from the Special Prosecutor's office	1 Expert. Activity Funding LPO coordination
Planned: May 2005  Held on 30/09-1/10 2005  Follow up November 2005	Organize a Workshop to discuss issues of concern with respect to the newly drafted law on the Conflict of Interests in accordance to the International Standards	Draft law is discussed and issues of concern are brought up as recommendations for improvements to the law  Policy Paper designed to advise authorities on issues of concern	Policy Paper  Proposed list of amendments (Policy Paper) has been agreed with the main relevant authorities and presented to the Ministry of Justice for follow up	Lack of political will  Delays in providing open dialogue among all stakeholders	All relevant Ministries, ACIA, Parliamentary committees, NGOs	1CoE Consultant and 2 OECD Consultant Activity Funding LPO coordination  <b>Note:</b> This activity will be co-organised with OECD
<b>OUTPUT 4: Operational and Effective Office of the Special Prosecutor for Organised in line with the Anti-corruption Plan</b>						
Planned: February 2005  Held: Initiation started on 5-7 July	Provide legal expertise in the drafting of the Internal Rules of Procedures and the institutional set up of the newly established Office of Special	Internal Rules of Procedure and Effective structures are introduced enforced in and assist to the effectiveness of the criminal proceedings	Internal Procedures Text Report  Internal Rules of Procedure enforced and ready to be applied	Delays in implementing the rules of procedures  Political and financial support needs to be assured in order to achieve	Office of the Special Prosecutor	1 Short term Expert (1-2 weeks)  Activity Funding LPO coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
<b>2005</b> still on-going – February 2006	Prosecutor		Established Structures are ready to be operational	the sustainability of the process.		
Planned: February 2005  Held: July 2005	Purchase of Equipment for the Office of Special Prosecutor	Effectiveness of work of the Staff of the Office of Special Prosecutor has increased due to the existence of currently missing equipment	Purchase and fully use of Equipment	Limited funds	Office of the Special Prosecutor	Activity Funding LPO coordination
<b>1.7 Serbia</b>						
<b>OUTPUT 1: Finalised and Endorsed Anti-corruption Strategy and Action Plan for Serbia</b>						
Planned: August 2004	Establishment of the WG	Operational working group (Competent people Vested with authority to do the work)	Decision on the WG establishment (List of names/ CVs)	Unstable political situation Lack of political will / commitment Continuous Coordination among institutions and the WG.	All relevant/ key institution	Facilitate the dialogue Activity Funding LPO coordination
<b>Held: August 2005</b>  Planned: 22, 23, 24 September 2004 Held: 22, 23, 24 September 2004	Constituting Workshop and initiation of the Drafting of AC Strategy.	Terms of reference Work program to be elaborated	Elaborated work program	Same as above	WG Plus additional participants from the Relevant institutions 20 Total	1 Expert Activity Funding LPO coordination
Planned: 9 October 2004  <b>Held: 9 October 2004</b>	(No. 2) Expert Discussions on the legal framework and the mandate of ACC	Terms of reference Work program to be elaborated	Recommendations	Same as above	WG Plus additional participants from the Relevant institutions 25-30 Total	1 Expert Activity Funding LPO coordination PM
Planned: 30 October 2004 Held: 30 October 2004	(No. 4) Technical workshop Law enforcement and Specialised Bodies	Capacity to draft respective part of the Strategy Capacity to draft respective part of the Strategy	Progress Report	Same as above	WG plus additional participants from the Relevant institutions 15-20 Total	1 Expert Activity Funding LPO coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Planned: 19-20 October 2004 Held: 19-20 October 2004	(No. 3) Technical workshop Prevention issues	Capacity to draft respective part of the Strategy	Progress Report	Same as above	WG Plus additional participants from the relevant institutions 20 Total	1 Consultant Activity Funding LPO coordination
Planned: 5 November 2004 Held: 6-7 October 2004	(No. 1) Technical workshop on guidelines for Management of the Strategy	Capacity to draft respective part of the Strategy	Progress Report	Same as above	WG Plus additional participants from the Relevant institutions 20 Total	1 Expert Activity Funding LPO coordination
Planned: November 2004 Held: 12-14 December 2004	Working Group Session to review the first Draft of the AC Strategy of Serbia	WG finalises the First Draft and is ready to submit it for open discussions with other institutions	Text of the Draft Activity Report	Same as above Delays in finalising the Draft.	WG Plus additional participants from the Relevant institutions 20 Total	1 Consultant Activity funding LPO coordination
Planned: November 2004 - January 2005 Held 21 January 2005 Follow up on: August 2005	Ad hoc Working Sessions followed up by the Conference Presentation of the Strategy	Comprehensive efficient / applicable Strategy which is openly discussed with all main stake holders	Text of the Strategy Adoption of the Strategy	Same as above	Key institutions/ other public participation	Activity Funding LPO coordination

**OUTPUT 2: Strengthened and well coordinated Anti-corruption Council/Services in Serbia**

Planned: August 2005	Workshop Review of the framework and mandate of the ACC	Concept Paper and recommendations issued to government with respect to the status proposed changes for ACC	Concept Paper List of Recommendations	Unstable political situation Lack of political will / commitment Continuous Coordination among institutions and the WG.	ACC WG	1 Expert Activity Funding LPO coordination
Rescheduled for January 2006		Independent and well structured mandate of ACC				
Planned: August 2005	Workshop Envisaging additional Anti-	Assess the need for the additional services	Activity Report and Conclusions recommending reform	Unstable political situation Lack of political will /	ACC WG	Activity Funding LPO coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Rescheduled for January 2006	corruption institutions / services	Basis for their functioning	Adoption of relevant legislative framework if opted for additional operational services	commitment Continuous Coordination among institutions and the WG.	20 Total	
<b>OUTPUT 3: Improved key legislation and its implementation in line with international and European commitments that Serbia has adhered to</b>						
Planned: August 2005  (This activity has been merged with regional activity in the same field/and other int'l partners- OSCE and SPAl)  Held for 20-21 September 2005	Organise training on the "Application of Treaty Law and Setting up standards in accordance to the relevant European and UN related Conventions and instruments", also provide tools and networking (Manual of cooperation) or the mutual legal assistance in criminal matters	Training Completed Number of trained members Provided training and written documents (guidelines) in a format of a " Road Map for implementation of International/European instruments"	Training Report Road Map distributed and assimilated by relevant institutions Impact report on the institutions that are using the Manual.		Ministry of Justice, ACC, Ministry of Foreign Affairs, and Ministry of European Integration  20 Total	1 Expert Activity Funding LPO coordination
Planned: October – November 2004 Held: (CoI) – December 2004 (FPPI)Held: February 2005	Initiate Expert opinions on the number of laws e.g. financing of political parties, conflict of interest, access to public information etc.	Recommended changes which aim at including international standards in the provided legislation Improved legislation	Expert opinions submitted Legislation amendments if necessary	Unstable political situation Lack of political will / commitment	Ministry of Justice	TBD Number of Experts Activity Funding LPO coordination  <b>Note:</b> as per conflict of interests law, this activity will be co-organised with OECD and coordination with OSCE – Serbia)
Planned: December 2004-March 2006	Round Table Discussions to follow the expert opinions re amending those provisions of	Implementation/ endorsement of the CoE comments Improved legislation	Amendments / new drafts submitted to the Parliament	Political will/ commitment Constitutional restraints Slow proves of providing	WG Relevant ministries	Activity Funding LPO coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
Rescheduled for November 2005	legislation which have been provided CoE expert opinions	Amendments / new drafts submitted to the Parliament	legislative changes			
<b>OUTPUT 4: Pilot Activity for Establishing and Introducing a new Integrity Plans Manual for judiciary- (District Court and District Prosecutors Office in Belgrade).</b>						
Planned: February 2006- June 2006	Expert assistance to evaluate current framework and situations with respect to the corruption within judiciary; Issuance of guidelines and suggestions for action.  Establishment of a consultancy local group to initiate the drafting of the integrity plans in accordance to the given guidelines;  Drafting of integrity plans, by setting of rules for the conduct in accordance to the existing legal framework- (User Instructions)  Workshop on finalising the Manual of Integrity Plans and issuing any necessary recommendations with respect to the existing legal framework	Recommendations for actions and guidelines.  Number of judges and prosecutors at the mentioned offices included in the integrity plans/tests;  The number of effected judges and prosecutors by such tests;  Number of "plans of integrity" applied during the first year and compared to the second year of its application;  Number of trained personnel	Recommendations are in place and serve as tools to initiate the drafting for the working Group  5 Member Consultative Working Group is established;  Draft of Integrity Plans  Final Manual of Integrity Plans is approved  Follow up recommendations are submitted for endorsement to the relevant authorities  Manual published in 400 Copies.  All relevant authorities receive the copies.  Information disseminated, but also other offices of Judiciary initiate similar initiatives  Activities held, and trainers are equipped with knowledge,	Delays in finalising the draft and organising the follow up activities.  Political will from the administrations of the two beneficiary offices to accept and apply the integrity plans in a consistent way.	District Court of Belgrade District Prosecutors Office  Other district office if they opt to use the Integrity plans as a best practice sample.	1-2 International Experts Activity Funding LPO Coordination

TIME	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS ON SPECIFIC RISKS	PARTICIPANTS/ BENEFICIARIES	CoE INVOLVEMENT
	<p>Publication of the Manual along with instructions for use.</p> <p>Dissemination in general and to other Courts/Prosecutorial offices as a sample.</p>		<p>capacities and guidelines for continuation of reform.</p>			



2 WORKPLAN: INPUTS & LOGICIAN FRAMEWORK OF REGIONAL THEMATIC SEMINARS

Time/Venue	Activity	Indicators	Means of Verification	Participants/Beneficiaries	CoE Involvement and other Institutions
<b>2.1 Anti-corruption Services</b>					
<b>Planned:</b> 1 <sup>st</sup> Regional Thematic Seminar February 2005 Ohrid, FYROM	Three Regional Thematic Seminars to support networking between anti-corruption services of South-eastern Europe: <u>Each seminar to consist of 4 sessions:</u>	<ul style="list-style-type: none"> <li>▪ recommendations issued and endorsed by each project area authorities</li> <li>▪ improved AC plans and strategies</li> <li>▪ relevant and specific reforms initiated by AC services</li> <li>▪ Initiation of the establishment of the AC Service network in the region and outside the region</li> </ul>	Seminar held GRECO evaluation reform Progress reports for each project area Reforms initiated and actions plans are viewed/updated/improved	3 to 5 members of specialised anti-corruption services from each project area  Total: 35-40 participants per each Regional Thematic Seminar  <i>High-level representatives for the "political segment" (the "political masters" of anti-corruption services)</i>	Activity Funding and travel cost for all participants  3-5 Experts/consultants from other anti-corruption services and subject-matter experts on the topic to be discussed
<b>Held:</b> 31 March-1 April 2005, Skopje, FYROM	1. Review progress reports presented by each service Mutual review of a topic directly related to the functioning of anti-corruption services. For example: Mandate, authority, composition Sustainability/institutionalisation				
<b>Planned:</b> 2 <sup>nd</sup> Regional Thematic Seminar September 2005 Tirana, Albania	2. Measuring progress/results/achievements/impact of anti-corruption services 3. Experience exchange/case studies on substantive topics. For example, how to implement: conflict of interest provisions regulations on political party financing access to information licensing 4. Improving anti-corruption plans and strategies				
<b>Scheduled for:</b> 18-19 November 2005, Belgrade, Serbia	<i>In addition: a high-level segment should be added to promote political commitment against corruption and in support of anti-corruption services</i>				
<b>Planned:</b> 3 <sup>rd</sup> Regional Thematic Seminar May 2006 Zagreb, Croatia					
<b>2.2 Specialised Prosecutorial Services</b>					
<b>Planned:</b> 4 <sup>th</sup> Regional Thematic Seminar	One Regional Thematic Seminar to support networking between Specialised and economic Crime Prosecutorial	<ul style="list-style-type: none"> <li>▪ Initiated and supported the regional networking of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Seminar held</li> </ul>	3 Representatives from the prosecutorial Services	Activity Funding and travel cost for all participants

Time/Venue	Activity	Indicators	Means of Verification	Participants/Beneficiaries	CoE Involvement and other Institutions
<p>April 2006, Hamburg, Germany</p>	<p>services of South-eastern Europe: Seminar to consist of 6 sessions:</p> <ol style="list-style-type: none"> <li>Legislative aspects when establishing specialised Anti-corruption services within the Prosecutor's Office and/or Law Enforcement Agencies;</li> <li>Tools of "team work" and methodologies used by existing services and procedural approaches in implementing legislative provisions in line with international standards;</li> <li>Judicial Cooperation process with other countries using the Manual of Cooperation in SEE – PACO Networking;</li> <li>Provide an overview of the standard Internal Rules of Procedure, authority of the Prosecutorial Services, and "Road Mapping" of tasks when carrying their tasks (criminal proceedings and administration);</li> <li>Case Management within the Prosecutorial Systems;</li> <li>Practical session on "show model" practical sessions of the use of SIMS and gathering of evidence when investigating corruption and economic/ organised crime related offences</li> </ol>	<ul style="list-style-type: none"> <li>Prosecutorial services</li> <li>Use of tools during legislative reform related to prosecutorial Services</li> <li>Initiated or continued reforms in respective countries</li> <li>Use and update the Manual of Cooperation</li> <li>Application and implementation of best practices subject to topics discussed and recommendations issued</li> <li>Initiated reforms/actions related to Case Management systems</li> </ul>	<ul style="list-style-type: none"> <li>Reforms initiated and presented by clear structures</li> <li>Secondary legislation or decrees</li> <li>Manual of Cooperation</li> </ul>	<p>1 police (from special units investigating corruption)</p> <p>1 representatives from Judiciary</p> <p>Total: 35-40 participants per each Regional Thematic Seminar</p>	<p>3-5 Experts/consultants from other anti-corruption services and subject-matter experts on the topic to be discussed</p> <p>Prosecutorial Services of Hamburg and Lower Saxony</p>
<p><b>2.3 Legislative Reforms</b></p>					
<p><b>Planned: 5<sup>th</sup> Regional Thematic Seminar E June 2005 Belgrade, Serbia</b></p>	<p>One Regional Thematic Seminar on the application and implementation of Treaty Law with substance on Council of Europe and UN Conventions on Corruption and other relevant legal instruments</p>	<ul style="list-style-type: none"> <li>Increased capacity in understanding of the implications of the full ratification and the</li> </ul>	<p>Seminar Held</p> <p>Outline of guidelines</p>	<p>4-6 participants from each project</p> <p>MoJ, Mol, MoFA, MPs/ members of relevant</p>	<p>Activity Funding and travel cost for all participants</p> <p>3 Experts/consultants from other MOJs/Codification and Drafting Departments</p>

Time/Venue	Activity	Indicators	Means of Verification	Participants/Beneficiaries	CoE Involvement and other Institutions
<p><b>Held: 10-11 June 2005</b> <b>Tirana, Albania</b></p>	<p>Seminar to consist of 6 sessions:</p> <ul style="list-style-type: none"> <li>▪ Uniform and in-depth understanding of adoption/ratification/signatory of treaty law;</li> <li>▪ Implementation aspects of Treaty law and other instruments: dualist system vs. monist system, application of the legislation by national courts;</li> <li>▪ drafting laws and bylaws in criminal law and other areas; considering financial and institutional implications of the implementation as well as human resources and training needed for the implementation,</li> <li>▪ preventive legislation vs. penal legislation on (conflict of interest, declaration of assets, public information act, etc.);</li> </ul>	<p>implementation of international anti-corruption legal instruments.</p> <ul style="list-style-type: none"> <li>▪ Outline of guidelines provided to all participants, in addition available for distribution to relevant institutions</li> <li>▪ Improved and faster process of <i>acquis</i> for the relevant countries</li> <li>▪ Endorsed guidelines by each respective MOJ, and MoFA</li> </ul>	<p>Improved preparations, drafting process, and parliamentary procedure concerning anti-corruption legislation.</p>	<p>parliamentary committees, government's legal office (legal commission or council), departments or ministries for European Integration</p> <p>Total: 50 participants</p>	<p>CoE Treaty law Department EC/UN Treaty Law Department</p>