

# ANNEX C1<sup>1</sup>

## STANDARD TWINNING PROJECT FICHE

### 1. Basic Information

**1.1 Publication notice reference:** EuropeAid/ 137-548/DH/ACT/AL

**1.2 Programme:** IPA 2013

**1.3 Twinning Number:** AL 13 IB JH 02

**1.4 Title:** Support to the formulation, coordination and implementation of anti-corruption policies.

**1.5 Sector:** Justice and Home Affairs

**1.6 Beneficiary country:** Albania

### 2. Objectives

**2.1 Overall Objective(s):** To improve governance by reducing corruption risks in Albania

**2.2 Project purpose:** To improve mechanisms for the formulation, coordination and implementation of anti-corruption policies in line with international standards, best practices and EU integration priorities.

### 2.3 Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan

#### a) EU accession process

Articles 78 and 85 of the 2006 Stabilisation and Association Agreement between the EU and Albania contains an explicit commitment to fighting corruption (Articles 78, 85).

This project aims at supporting Albania's effort to align to European and international standards these efforts, in particular in the framework of the European integration process Albania should undertake steps to guarantee the implementation of the European Commission Communication COM (2003) 317 ten principles for improving the fight against corruption in acceding, candidate and other third countries. <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=URISERV:l33301>

EU Progress Reports on Albania have consistently identified corruption as a key concern. [http://ec.europa.eu/enlargement/countries/strategy-and-progress-report/index\\_en.htm](http://ec.europa.eu/enlargement/countries/strategy-and-progress-report/index_en.htm)

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<sup>1</sup> For Twinning light the Project fiche should be detailed as it will form an annex to the Twinning light contract together with the selected Member State proposal.

The **2014 Progress Report** noted a number of issues concerning the effectiveness of law enforcement institutions and the courts in tackling corruption, and also the following issues of particular relevance relating to anti-corruption policy:

*"A National Anti-Corruption Coordinator and a network of anti-corruption focal points was established in all line ministries in November 2013. However, the administrative and budgetary capacity of the coordinator's office needs to be increased, and the new structures have yet to show their effectiveness. The 2014-20 anti-corruption strategy remains to be adopted, together with related action plans, impact indicators, budget allocation and a coordination and oversight mechanism. Reporting, policy coordination and monitoring at central level need to be improved." [...] "While the Asset Declarations and Conflict of Interest laws were amended in May 2014 to increase the number of checks on asset declarations conducted by HIDAACI, and HIDAACI detected an increasing number of cases of suspicious asset declarations, the overall number of investigations and cases referred for prosecution remains low. HIDAACI's audit capacity needs to be significantly improved and the number of inspectors increased. Regulations on both asset declarations and conflict of interest are highly complex."*

#### **b) National Plan for European Integration**

Albania's National Plan for European Integration defines the fight against corruption as a key priority. According to the Plan, the main directions of anti-corruption policy include a series of actions for the prevention of corruption, the strengthening of institutions, general monitoring from civil society organisations, and the administrative and criminal punishment of corrupted officials. The adoption and implementation of the anti-corruption strategy contribute to the sustainable reduction of corruption. In addition, the plan includes the following: the establishment of an Anti-corruption National Network, by determining an Anti-corruption Coordinator at the Deputy Minister level for each ministry, led by a National Anti-Corruption Coordinator, the State Minister for Local Affairs, continuing to fight against corruption in the judicial system.

#### **c) Roadmap on Key Priorities**

In May 2014, Albanian Government adopted a *Roadmap* in order to undertake the necessary reforms to implement five key priorities, fulfilment of which was stipulated in the 2013-2014 European Commission Enlargement Strategy as a precondition for Albania to begin accession negotiations. Priority 3 is to "make further determined efforts in the fight against corruption, including towards establishing a solid track record of proactive investigations, prosecutions and convictions."

Priority 3 is divided into the following groups of measures:

- Development of effective statistical reporting on corruption cases;
- Establishing and improving capacities at law enforcement bodies level in relation to data collection, storage, monitoring and analysis;
- Assessment of the over-all institutional anti-corruption set-up (both preventive and repressive);
- Strengthening the internal control system of the public administration;

- Conducting in-depth legal analysis of legislation related to anti-corruption;
- Elaborating anti-corruption strategy and action plan;
- Establishing an IT system to provide access to records related to investigative process;
- Developing a track record of financial investigations focusing on cases of inexplicable wealth;
- Ensuring effective inter-agency co-operation by making obstruction punishable;
- Removing legal inconsistencies and obstacles to smooth criminal investigations (*inter alia* by completing reform of immunities and facilitating better access to databases and registries relevant for conducting investigations), and enhancing cooperation between law enforcement bodies through joint initiatives, operations and investigations;
- Prioritising investigations into in-explicable wealth;
- Planning future training needs for the law enforcement bodies staff, and fostering specialisation in organised crime and corruption in the police, prosecution and courts;
- Assessing the efficiency of the High Inspectorate for the Declaration and Audit of Assets (now the High Inspectorate for the Declaration and Audit of Assets and Conflict of Interest, or HIDAACI);
- Improving the efficiency of the asset declaration and verification system;
- Strengthen HIDAACI's control and audit capacities;
- Conducting systematic risk assessment in areas vulnerable for corruption and develop action plans and strengthen institutional capacity to address corruption in vulnerable areas;
- Prioritize fight against corruption in police and judiciary – apply zero tolerance policy, prioritize checking of their assets, ensure dissuasive sentences;
- Improving the complaint system;
- Evaluating effectiveness of reporting mechanisms and generating systemic reliable information;
- Supporting an enhanced role of civil society;
- Ensuring that law enforcement bodies publish detailed activity reports on a yearly basis.

**d) EU-Albania High-level Dialogue Key Priority joint-working groups operational conclusions on Key Priority 3 (5 February 2015) are the following;**

- Albania will intensify its anti-corruption efforts, enforce the amended legislative framework, and strengthen cooperation between law enforcement agencies.
- Albania will remove remaining obstacles to conduct proactive, efficient investigations of inexplicable wealth and corruption-related offences, through ad hoc targeted amendments, including to the Criminal Procedure Code, and the effective use of financial investigations, leading to a credible and solid track record of prosecutions and final convictions in corruption cases, notably at high level.
- Before adoption, Albania will consult the European Commission and the EU Delegation on the anti-corruption strategy and its action plan, and introduce measures recommended by the Anti-Corruption Framework Assessment (ACFA) project. Albania will ensure that adequate human resources for the monitoring and implementation of the anti-corruption strategy and its action plan are allocated, including at the office of the National Coordinator for Anti-corruption.
- Albania will also ensure that adequate resources are allocated and appropriate specialised training is provided to the General Prosecutor Office, the National Investigation Bureau, and the Serious Crime Court and Serious Crime Prosecution;

it will also rationalise the fragmentation of competences to investigate, prosecute and adjudicate corruption offences.

- Albania will further strengthen the mandate and capacity of the HIDAACI, improve its cooperation and data exchange with other institutions, and set up and present an electronic system for the management of conflict of interest and assets declarations. HIDAACI should be ensured direct access to key state data, enabling it to carry out more efficient and effective audits of asset declarations.
- Albania will upgrade the quality of data provided for the statistical reporting of the track record, in line with the recommendations provided by the Anti-Corruption Framework Assessment (ACFA) project.
- Albania will step up efforts to fight corruption in the judiciary by increasing monitoring of court decisions and judges inspections mechanism.
- Albania will transfer the competences to adjudicate high level corruption cases to the Serious Crime Court, improve the selection procedure and establish vetting procedures.
- Albania will report on the operating modalities and the outcome of the citizen feedback mechanism and the anti-corruption portal.
- Albania will ensure that the draft law on whistle-blowers is consulted with relevant stakeholders.

#### **e) National Strategic Document**

A National Anti-corruption Strategy and action plans were approved in March 2015. The Strategy is based on three types of intervention – policies of repression, preventive policies, and awareness-raising.

### **3. Description**

#### **3.1 Background and justification:**

Judicial Reform and Fight against Corruption are among key Albanian government priorities and are the most prominent issues to address in the five key priorities for opening the EU accession negotiations.

Albania needs to further develop a track record of investigations, prosecutions and convictions in corruption cases, notably at high level. Corruption is prevalent in many areas of public life and constitutes one of the major challenges Albania is facing. The high level of corruption results in a low level of public trust in the public institutions. Deficiencies in the legal and normative framework are conducive to corruption. The track record shows that convictions and proactive investigations in the area of corruption remain low. A holistic approach requires establishing a robust institutional framework that prevents corruption, by improving the inter-agency co-operation and coordination, strengthening internal control mechanisms, verification of asset declarations, and control over political party financing.

During 2014-2015, key anti-corruption policy initiatives in the same areas were taken: transfer of jurisdiction over corruption offences involving more senior officials to the Serious Crimes Court and their inclusion as predicate offences for non-conviction based forfeiture, a new Law on State Police envisaging a National Bureau of Investigation (following constitutional court decision draft still in process) to deal with corruption offences, amendments to the laws governing the declaration of assets and on prevention and regulation

of conflict of interest, adoption of a new Law on Access to Information, and drafting of a Whistleblowing Law (to be adopted in autumn 2015).

The EU-Albania High-level Dialogue has further detailed the requirements in these areas by defining clear commitments regarding anticorruption (as referred under 2.3 d) in this fiche).

In order to implement its commitments in the National Plan for European Integration and under Key Priority 3, the Albanian Government established a National Coordinator against Corruption (NCAC) in November 2013 to coordinate the formulation of a National Anti-corruption Strategy and monitor and ensure its implementation.

Albania adopted its 2015-2017 National Anti-corruption Strategy and its Action Plan in March 2015, with a budget of €12 million. The Strategy and its Action Plan were widely consulted with relevant stakeholders, including civil society and business community, and their contributions helped to develop a solid document defining prevention, prosecution and awareness-raising measures to be implemented at central and local level. Timelines and responsible actors are clearly defined, and actions are budgeted individually. Results and impact indicators are still to be improved during the end of year review of the action plan.

The national strategy addresses corruption in three directions: prevention, awareness and punishment.

The objectives in the framework of the "preventive approach" include the increase of transparency in state activity and improved access to information for the citizens; Increase transparency in planning, elaboration, management and control of budget funds; Strengthening the electronic infrastructure of public institutions; Improving the handling of denunciations against corruption; Strengthen the regime of disclosure and control of public officials' wealth and cases of conflict of interest. Strengthening the controlling regime for political parties' financing; Improving the efficiency of internal audit and inspection and systematic use of risk analyses; Systematic use of the mechanism for identifying areas of corruption; Strengthening the integrity of public officials; Systematic analysis of inclinations to corruption and improvement of statistics on the activity of law enforcing agencies in the fight against corruption; Adoption of policies against corruption at local government level.

The objectives in the framework of the "awareness approach" will include: Raising awareness and educating the public on the consequences of corruption; encouraging the general public to actively use the complaints mechanisms to report and prevent corruption; Encouraging cooperation with the civil society.

The objectives in the framework of the "repressive approach" will include: Improved efficiency and effectiveness of criminal investigations against corruption; improving cooperation among law enforcement agencies in the criminal prosecution and punishment of corruption; improving the legal framework for the prosecution of economic and financial crimes; improving international legal and police cooperation in the fight against economic and financial crime.

The current justice reform process started in Parliament in November 2014 might impact on the institutional and legal anti-corruption set-up. Any relevant developments have to be taken into consideration under the Twinning objectives and activities.

High Level Expert groups under the ad hoc committee for justice reform established in the Albanian Parliament delivered an analytical paper by June 2015 and a very first draft Strategy on Justice System Reform in July 2015.

The draft strategy highlights some key challenges related to law enforcement, organised crime, and anti-corruption in the institutional set up including but not limited to appointment

procedures related to the General Prosecutors Office. It is to be expected that the final strategy also will lead to significant legislative changes related to Criminal Law and institutional set up related to anti-corruption measures. Any relevant developments have to be taken into consideration under the Twinning objectives and activities.

It is also important to take into consideration during the project implementation the possibly to provide advice to establish a specialised anti-corruption agency/body (or strengthen/rationalise the existing set up), as described in the UN anti-corruption convention, should there be political will to initiate such reform.

The Key Priority 3 road map will be updated in autumn 2015, the project should take into consideration relevant readjustments/updates.

Regarding the commitments/measures under Roadmap Priority 3, a significant proportion of measures are devoted to strengthening law enforcement and judiciary. In these areas, considerable technical assistance has been, is being or will be provided by the ACFA project, Consolidation of Law Enforcement Capacities in Albania project (PAMECA IV and V) and Consolidation of the Justice System in Albania project (EURALIUS IV and V). Several other areas, however, have either been the subject of little assistance or need further assistance.

These include the following areas/measure under priority 3, which will be the focus of the twinning project:

- **Establishing the Secretariat of the National Coordinator on Anti-corruption (3 coordinators on AC policies) (2.2.4);**
- **Setting up a functional network of AC coordinators and contact points, including at the local level (2.2.2);**
- **and elaborating their terms of reference (2.2.3);**
- **Continuous training of the AC coordinators and contact points in the framework of technical assistance provided by donor community (2.2.5).**

The Secretariat of the National Coordinator on Anti-corruption (NCAC) was established in November 2013, and the network of AC coordinators and contact points exists formally. The activities of the Secretariat are envisaged in a draft Prime Ministerial Order on the Establishment of the Coordination and Oversight Mechanism for the Implementation of the Anti-Corruption Strategy 2014 – 2017 (to be approved in summer 2015). The Mechanism is to be chaired by the NCAC, and it coordinates the formulation and approval of the Anti-corruption Action Plan, oversees reporting by ministries/institutions on implementation of the Action Plan and ensures public reporting on implementation. The institutional form of the mechanism is the NCAC Technical Secretariat as the technical body responsible for AC policy, and a National Consultative Forum on Anti-corruption Policies, established by Prime Ministerial order at the same time as the approval of the Anti-corruption Strategy and Action Plan. The Forum will function as a mechanism for discussing policy proposals and providing additional supervision over the implementation of the Anti-corruption Strategy/Action Plan and the work of the NCAC Secretariat.

The Secretariat is envisaged to be composed of three coordinators, plus one advisor and Chief of Cabinet to the NCAC. Considerable work is still required to establish the Secretariat as a well-functioning policy formulation and coordination mechanism, and the draft Order had not been approved in December 2014. While the previous PACA project provided some training to the then-existing coordination mechanism and to ministry contact points, the training was

not extensive and was oriented rather around the provision of templates for reporting on Action Plan implementation.

- **Conduct systematic risk assessment in areas vulnerable for corruption and develop action plans and strengthen institutional capacity to address corruption in vulnerable areas (7.1);**
- **Conducting in-depth legal analysis of legislation related to anti-corruption (2.3);**
- **Elaborating/updating/reviewing the anti-corruption strategy and action plan (2.4) , including impact assessment and suggestions for improvement.**

The National Anti-corruption Strategy and the Anti-corruption Action Plan have been approved in March 2015. As a part of the process of anti-corruption policy formation, the Secretariat is expected to conduct, oversee or initiate risk assessments in vulnerable sectors, one aspect of which is analysis of relevant legislation. Expertise within the Secretariat on corruption risk assessment is limited. While the PACA project provided a risk assessment methodology guide, additional assistance would be required involving Secretariat staff and AC contact points/coordinators in order for risk assessments to become an established component of the anti-corruption policy process.

- **Drafting sub-legal acts to the law on the protection of whistle blowers and support its implementation (2.2.1)**

While a draft law has been formulated with technical assistance from Dutch experts, the law is under finalization and will most probably be already adopted before project start in 2016. Moreover, implementation of the law will require substantial steps to equip an oversight body, establish operating procedures for dealing with notifications/complaints that fall under the law, and train relevant officials within public and private institutions.

**Regarding asset declarations, the roadmap contains a number of specific measures to assist the High Inspectorate for the Declaration and Audit of Assets and Conflict of Interest (HIDAACI), namely:**

- **Assessing the efficiency of HIDAACI, and specifically reviewing the legal framework for asset declarations (6.1.2) and the system of verifying declarations (6.1.1);**
- **Introducing an online asset declaration system (6.2.1);**
- **“Improving the methodology of elements of risk assessment in detailed verifications of asset declarations (6.3)”, specifically:**
  - Analysing the prioritization of audits of asset declarations and whether they target positions vulnerable to corruption, how vulnerable positions are identified, and whether the origin of assets and the truthfulness of statements are checked (6.3.1);
  - Elaborating detailed verification methods, the type of data to be checked and the tools to be used for this purpose spelled out in a tool or regulation (6.3.2).
- **Strengthening HIDAACI's control and audit capacities (6.5), in particular through the following:**

- Work towards full access of HIDAACI to all public and private data sources available (including direct access to banking data) (6.5.1);
- Widen HIDAACI's access to databases and registries, implementing necessary legal amendments (6.5.2);
- Conclude bilateral / multilateral agreements on data exchange (6.5.3);
- Increase transparency of the work conducted by HIDAACI by making the declaration of assets public (6.5.4);
- Build upon best practices shared and propose new methods to enhance audit and verification system, request for technical assistance (6.5.6);
- Include compliance rate for civil servants required to file asset disclosure in statistical reporting; list number of audits undertaken; list number of cases reported to GPO (6.5.7);
- Introduce and implement an effective administrative sanction scheme in case of breach of obligations regarding conflict of interest and asset disclosure (6.5.8).

The ACFA project has provided a detailed assessment and recommendations on both the asset declarations system and regulation of conflict of interest, for both of which HIDAACI is the oversight authority. Following the organisation of a TAIEX mission to Tirana in June 2014 on asset declarations, which engaged the former head of the Slovenian Commission for the Prevention of Corruption, recommendations included the establishment of a simple electronic declaration system, steps to target HIDAACI audits more effectively, and measures to ensure HIDAACI has access to public and private data it needs to verify the veracity of declaration. Regarding conflict of interest, recommendations of the ACFA project are strongly oriented towards simplifying legal regulations (or providing clear guidelines to officials responsible for implementing) and implementing measures to ensure compliance with the law at the level of public institutions. Implementation of these recommendations will require extensive measures by HIDAACI and other institutions.

### **Strengthening the regime of controls on financing of political parties**

The strengthening of the regime of controls on financing of political parties is an objective of the anti-corruption Strategy and the Action Plan (Objective A.9). The ACFA project provided an assessment of the existing legal and institutional framework regulating the financing of political parties and electoral campaigns. According to ACFA, despite major progress in improving the legal and institutional framework, clear gaps and problems remain in the legal provisions, especially in the Electoral Code; compliance with legal obligations by parties is poor; and the system of independent audit and CEC oversight functions very poorly.

In addition, the electoral process campaign of the last elections has been criticized by the public opinion and the monitoring actor as overly expensive compared to the economic reality of Albania, highlighting the lack of financial transparency, the lack of efficacy of the Central Election Commission (CEC) and the low level of implementation of the Electoral Code and related legislation. A civil society organisation, the Coalition of Domestic Observers (CDO), has published in August 2015 a survey following their monitoring of election on the transparency of political finances. The study highlights: a lack of complete and timely delivery of annual financial reports by the political parties; Non-professional and incomplete audit of the accountability experts; Lack of undertaking administrative measures & lack of commitment of CEC in this control; Lack of enforcement of the legal framework . CDO assesses that the Albanian electoral framework that regulates party financing (Electoral Code and the Law on Political Parties) as not complete, allowing the bypass of expenditure ceiling and avoidance of full transparency by using third parties during the electoral campaigns. CDO explains that the electoral campaign often start before the official date allowing for the

possibility to leave expenses made in that period outside of audit controls and making transparency difficult. CDO provides some recommendations to strengthen transparency of parties finances: Rigorous evaluation of the audit reports by CEC; Establishing specialized structure inside the CEC for the finances of the parties; Sublegal bases for regulating the work of accounting experts for the audit of political parties; Showing particular attention to the expenses made by the parties in the time period before the official start of the electoral campaign and corrects the time span of the audit to the duration of the campaign; Transparency of the bank account of the political parties as a must in the Electoral Code; Possibility of forced assignment of the accounting expert; Range described by the Electoral Code as a conflict of interest should be extended; Complete the provisions in the Law on Political Parties for their membership fees; Keeping all direct and indirect expenditure, on electoral campaigns not only for each political party, but also for each list of candidates and each candidate; Obligation to pay the audits only for the parliamentary parties, while for parties not represented at the parliament, the payment of experts could be covered by the state budget.

### **Establishment of mechanisms for the implementation of the Access to Information Law**

The adoption of the law on access to information represents a fundamental step to increase transparency and good governance in the country. In order to implement the law and ensure public access to information as well as access by the oversight institutions to information, a resource needs assessment for the Commissioner for Data Protection's office and the training of responsible authorities in public institutions on their obligations under the new law are necessary. Awareness raising activities are also necessary.

### **Increasing the High State Audit's role within the national anti-corruption framework**

Supreme Audit Institutions are the main public sector audit organisation in a country in charge of overseeing the overall management of public finances. By helping to detect misuse of public resources, they play an important role in the fight against corruption. Factors such as institutional, financial and functional independence, integrity, transparency in the appointment and removal of auditors, level of resources and effective reporting mechanisms have a major impact on the effectiveness of such institutions. In Albania, the High State Audit/High State Control/Supreme Audit Institution (HSA) has historically played little role in the anti-corruption framework. The interaction between the HSA and other authorities is characterized by inter-institutional dysfunction and mistrust. For instance, the HSA did not engage significantly in the draft national anti-corruption action plan. With a view to increasing the HSA's role within the national anti-corruption framework, so that institutions and individuals are made accountable for shortcomings detected, mechanisms for discussing HSA findings through the Parliament as well as the Government should be established. Neither ACFA nor the previous Project against Corruption in Albania (PACA) dealt explicitly with the High State Audit. However the institution has received extensive assistance under EU projects/twinning's aiming at strengthening public finance management reform. In addition the EU has started a sector budget support programme for Public Finance Management. What is very much needed is closer cooperation with the Prosecution office. It is important to strengthen cooperation and joint trainings between HSA and GPO on cases reported (and/or to ensure that cases being dismissed by the GPO are analysed.

### **3.2 Linked activities (other international and national initiatives):**

Substantial EU-funded technical assistance has been provided to preventing and fighting corruption – notably the joint EU/Council of Europe Project against Corruption in Albania

(2009-2012) and the Assessment of the Anti-corruption Framework in Albania project (April 2014-January 2015). These projects have provided significant assistance in the specific areas of Key Priority 3 outlined above. The PACA project provided extensive input on the 2008-2011 Anti-corruption Action Plan, training on implementation and monitoring of the Action Plan, a methodology for sector risk assessments and a methodology for screening laws and draft laws for provisions that may facilitate corruption (corruption proofing). During 2014 the ACFA project has produced detailed assessments of the asset declarations system, as well as the related legal framework regulating conflict of interest. The project has also provided an assessment of a draft Law on Whistleblowing, on political party finance, and access to information.

Support to the fight against corruption is also provided under the EU assistance project to the Rule of Law, namely EURALIUS [www.euralius.eu](http://www.euralius.eu) and PAMECA [www.pameca.org.al](http://www.pameca.org.al). EURALIUS IV is currently supporting the reform process and respective ad hoc parliamentary on justice reform working groups, especially the working group on criminal justice and fight against corruption in the judiciary. PAMECA will support assistance to repression related aspects complementing this Twinning focus on the preventive aspects.

The HSA has received extensive assistance under EU projects/twinning's aiming at strengthening public finance management reform. In addition the EU has started in 2015 a sector budget support programme for Public Finance Management.

The EU is also supporting in Albania and other enlargement countries, through an IPA regional project the roll out of the "National Integrity System Assessment" (NIS) study according to Transparency international methodology. The purpose of this study is the evaluation of the legal framework and practice of 15 sectors and institutions that are key to the democratic functioning and integrity of a state and society. The study aims to assess which are the strongest pillars in the architecture of the state and society which impede corruption, which are the weakest ones, and why. The results of the study will be made available by end of 2015.

Under the EU support to civil society in Albania, a call for proposal for civil society organisations targeting anti-corruption actions has been launched. The project will start in 2016. They tentatively would cover a wide range of activities to raise public intolerance to corruption and name and shame corruption, increase transparency. The activities of those EU-funded initiatives must be coordinated actively with this Twinning (during work plan preparation and implementation).

Under the European Union and Council of Europe facility (to start in autumn 2015), assistance will be provided by the Council of Europe to implement CoE standards in the fight against corruption. Activities must be coordinated. Since the CoE facility assistance will probably start implementation early 2016, the twinning should build upon/readjust it priorities accordingly.

Under IPA 2016 sector budget support assistance to fight against corruption will be provided.

The Dutch funded Matra programme delegated project on whistle-blowing protection law is providing assistance in drafting the whistle blowing protection law and bylaws. It will also provide capacity building assistance, including the training of HIDAACI staff to implement the law until end 2016/ mid-2017.

The OSCE [www.osce.org/albania](http://www.osce.org/albania) and the US OPDAT programme <http://www.justice.gov/criminal/opdat/worldact-programs/ctrl-east-europe.html> are also providing assistance to the Albanian authorities in the field of prevention and repression of corruption. The OSCE Presence to Albania has launched in December 2014 a two-year project "Support Anti-Corruption measures in Albania" (financed by the Italian government and the European Bank for Reconstruction and Development - EBRD). It is crucial that the upcoming IPA 2013 Twinning should build synergies, take into consideration on the lesson learned and maximise sustainability and impact of activities implemented under the project.

### **3.3 Results:**

- Result 1:** Improvement in the capacity of the Secretariat of the National Coordinator Against Corruption and AC contact points/coordinators to develop anti-corruption policies based on targeted risk assessment (including anti-corruption screening of laws/draft laws), and to monitor and report on the implementation of Action Plan measures, assess impact.
- Result 2:** Improvement in the capacity of HIDAACI to audit asset declarations effectively.
- Result 3:** Improvement in the capacity of responsible authorities and HIDAACI to implement the Conflict of Interest Law effectively.
- Result 4:** Establishment of mechanisms for implementation of the Whistleblowing Law.
- Result 5:** Improvement of effective oversight and control of political party finances.
- Result 6:** Assistance to the establishment of mechanisms for the implementation of the Access to Information Law.
- Result 7:** Assistance to the establishment of mechanisms for discussing the High State Audit's findings through the Parliament and Government, as well as assistance to the improvement of cooperation between HSA and other state institutions.
- Result 8:** Assistance to improve public intolerance of corruption, through awareness-raising campaigns in the media and training, and encouraging cooperation with the civil society.

### **3.4 Activities (indicative):**

**The activities listed below represent the minimum activities to be implemented in the course of the Twinning project. Member State(s) may propose additional activities in line with the methodology elaborated in its proposal.**

**Activities related to Result 1: Improve capacities to develop anti-corruption policies and monitor and report on their implementation and strengthen system to conduct integrity audits and/or anticorruption risks analysis**

- 1.1 Provide assistance for the establishment and functioning of the Consultative Forum on Anti-corruption Policies;
- 1.2 Training of NCAC staff on monitoring implementation of Anti-corruption Action Plan/policies;
- 1.3 Training of NCAC staff and anti-corruption contact points/coordinators on reporting on implementation of Anti-corruption Action Plan/policies.

- 1.4 Assess the impact of the anti-corruption action plan and provide suggestions on how to improve it and prepare follow-up action plan.
- 1.5 Provision of guide/manual on conducting anti-corruption risk assessments for NCAC staff and AC contact points/coordinators;
- 1.6 Organise cycle of joint trainings of NCAC staff and AC contact points on conducting risk assessments;
- 1.7 Assistance in preparation of methodologies for three risk assessments in selected institutions/sectors;
- 1.8 Organise cycle of joint trainings of NCAC and other relevant staff on screening of laws/draft laws for corruption risks (“corruption proofing”);
- 1.9 Provision of guideline/manual on formulation of policies based on risk assessments and regulatory impact assessment;

### **Activities related to Result 2: Improvement in system of asset declarations**

- 2.1 Assistance to drafting legal amendments to the Asset Declaration Law;
- 2.2 Assistance to the improvement of internal procedures for the handling of asset declarations, selection and conduct of audits, communication/exchange of information with external parties, administrative investigations of suspected violations, and procedures for imposition of administrative sanctions and filing criminal notifications;
- 2.3 Assistance to the introduction of a system for completion of asset declarations online combined with submission in paper form;
- 2.4 Provision of guidelines and training on risk-based selection of officials for asset declaration;
- 2.5 Cycle of training on in-depth methods of auditing asset declarations;
- 2.6 Assistance to drafting/amending existing memoranda or equivalent mechanisms between HIDAACI and other institutions on cooperation/exchange of information;
- 2.7 Assistance to deepen cooperation with the General Department of Taxes and General Department for the Prevention of Money Laundering;
- 2.8 Training on cooperation and exchange of information for staff from HIDAACI and institutions with which HIDAACI needs/requests data;
- 2.9 Assistance to the methods for publication of asset declarations online.

### **Activities related to Result 3: Improvement in capacities to prevent and address conflicts of interest**

- 3.1 Assistance to drafting legal amendments to the Conflict of Interest Law and other relevant legislation, with a view to simplifying and clarifying;
- 3.2 Assistance/mentoring to HIDAACI in the elaboration of register of interests/conflicts of interest;
- 3.3 Provision of guidelines/manual to responsible authorities on implementation of the Conflict of Interest Law;

3.4 Provision of improved/updated training materials on conflict of interest to the Albanian School of Public Administration (ASPA);

3.5 Cycle of trainings for HIDAACI staff and responsible authorities on respective roles in implementation of the Conflict of Interest Law, including training of trainers to provide ASPA trainings;

3.6 Cycle of activities/trainings to further strengthen the capacities of the responsible authorities on counselling, detection and resolution of case by case conflict of interest;

3.7 Campaign to raise awareness in public administration of the requirements of the Conflict of Interest law and other relevant regulations.

#### **Activities related to Result 4: Establishment of mechanisms for implementation of Whistleblowing Law.**

4.1 Assistance in drafting sub-legal acts<sup>2</sup> and other relevant guidelines/documents for implementation of the Whistleblowing Law;

4.2 Provision of resource needs assessment for oversight authority established by the Whistleblowing Law;

4.3 Training of responsible authorities in public institutions on their obligations under the Whistleblowing Law;

4.4 Campaign to raise awareness in public administration (and private sector if applicable) of the upcoming/new Law.

#### **Activities related to Result 5: Effective oversight and control of party finances**

5.1 Assistance to draft amendments to the law on political parties and Election Code on financing of political parties, in line with ACFA recommendations;

5.2 Assistance to the improvement of internal procedures and clear responsibilities of the CEC staff to control political party financing;

5.3 Assistance to conduct selective checks of party financial audit reports on the basis of guidelines already provided by the previous Project against Corruption in Albania (PACA);

5.4 Assistance to clarify and simplify requirements for financial reporting so that financial auditors and CEC auditors are responsible for auditing only key information that is of high relevance.

#### **Activities related to Result 6: Assistance to the establishment of mechanisms for the implementation of the Access to Information Law.**

6.1 Provision of resource needs assessment for the Commissioner for Data Protection's office;

6.2 Training of responsible authorities in public institutions on their obligations under the Access to Information Law;

6.3 Campaign to raise awareness in public administration of the new Law.

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<sup>2</sup>Might be subject to change depending on the assistance and development reached via the Matra project

6.4. Elaboration of standard procedures manuals related to the implementation of the Access to Information Law and relevant data protection elements.

6.5. Provide assistance to assess/develop the introduction of relevant inter-institutional IT solutions/needs.

6.7. ex-ante evaluation of the legal framework implementation and provision of recommendations.

6.8. Provide assistance for the elaboration of transparency programmes with most vulnerable line institutions.

**Activities related to Result 7: Assistance to the establishment of mechanisms for discussing the High State Audit's findings through the Parliament and Government, as well as assistance to the improvement of cooperation between HSA and other state institutions.**

7.1 Provide assistance to Members of Parliament to establish mechanisms for discussing HSA findings.

7.2 Evaluation of and identification of problems with the existing Memoranda of Understanding between HSA and other bodies, especially law enforcement authorities.

7.3 Awareness raising on HSA's role within the national anti-corruption framework.

**Activities related to Result 8: Awareness-raising**

1.1 Provide guidelines and assistance on planning and implementation of awareness-raising activities;

1.2. Strengthen cooperation with the civil society

**3.5 Means/ Input from the Member State (MS) Partner Administration:**

**3.5.1 Profile and tasks of the Project Leader**

The MS Project Leader will be a representative of the MS Administration, who will continue to work in his/her MS administration, but will devote a portion of his/her time to conceiving, supervising and co-ordinating the overall thrust of the project.

The MS Project Leader should be a high-ranking civil servant or equivalent staff commensurate with the requirement for an operational dialogue and backing at political level.

Good level of written and spoken English is essential.

The MS Project Leader directs, at the strategic level, the implementation of the project and facilitates the implementation of project activities.

In addition he/she will have the overall responsibility for the project's financial management.

**3.5.2 Profile and tasks of the RTA**

**Profile:**

The RTA must be an official of the relevant MS anti-corruption authority/body/department with experience in/knowledge on the coordination and formulation of anti-corruption policies including risk assessment, systems for the declaration and audit of assets, conflict of interest regulation and whistle-blowers' protection.

A minimum of 5 years of directly relevant professional experience in at least two of these fields is required. The RTA should have excellent knowledge of EU and international standards, relevant background in criminal law and good practices in the fields concerned, excellent interpersonal and communication skills, capacity for analysis and reporting, and a results-oriented approach will be essential components of the RTA's profile. Project Management skills, or experience in comparable projects as Team Leader or Key Expert are also highly desirable though not essential. A very good level of written and spoken English is essential.

Duration of secondment: minimum 28 months.

**Main Tasks:**

The RTA will act as Project Manager and will be responsible for ensuring the achievement of the project objectives, and managing project staff and other resources to achieve the agreed project objectives in an efficient and effective manner. S/he will keep close contacts with the beneficiaries and other international organisations with coterminous programmes and representatives of Member States. S/he will establish, together with the beneficiaries, a monitoring and evaluation system in order to assess the progress of the project. The RTA will ensure coordination with the Contracting Authority and will be responsible for the liaison with and reporting to, the relevant Programme Manager at the European Union Delegation.

The RTA will also be responsible for leading the assistance to the NCAC and HIDAACI and specifically for the following:

- Providing direct advice and mentoring to the NCAC and HIDAACI, monitoring project progress and preparing thematic progress reports for the European Union Delegation, the beneficiaries and/or the Steering Committee;
- Developing and maintaining close links and good working relations with representatives of Beneficiary institutions, to ensure the maximum coordination and dissemination of information;
- Managing project activities on a day-to-day basis;
- Ensuring the quality of outputs including those provided by short-term experts;
- Ensuring that the project is completed within the planned time schedule;
- Report to the EU Delegation on project implementation and main developments and progress in the sector. Provide feedback to the EU Delegation on the relevance of reforms undertaken by the beneficiary institutions.
- Identify and report to the EU Delegation any risks related to the project implementation, or to the impact /sustainability prospects.
- Support the organisation of study visits through TAEIX.

The RTA is expected to ensure, together with the beneficiary administration, the achievement of the objectives of the project. In order to meet these purposes, and if fully justified, the Expert may propose alternative and/or complementary project activities and/or outputs to those identified in the section 3.4.

### **3.5.3 RTA Assistants**

This project has a large number of beneficiaries institutions, therefore the RTA should be assisted by two assistants, experts in the matter, to effectively cope with exceptional coordination activities needs.

As mentioned under the Twinning manual, the RTA/project assistants remunerated by the project cannot have or recently (past six months) have had any contractual relation with the beneficiary administration.

The selection of the RTA assistants is also an activity that may be carried out during the 3 first months of the execution period (explained page 57 of the Twinning manual) and before the start of the implementation period, so they are operational from the very first day of venue of the RTA.

### **3.5.4 Profile and tasks of the long and short-term experts**

The implementing partner should mobilise **one long-term expert to be assigned to HIDAACI for a long-term period**, this could be done through several long-term missions but continuous presence in the country is preferred (indicatively minimum two weeks per month). The long-term expert should be hosted in the HIDAACI premises. The best cost-efficient solution for the mobilisation of long-term expert and delivery of assistance must be proposed.

The long-term expert must undertake constant and intense coordination with the RTA.

In addition, the implementing partner must demonstrate access to Short Term Experts in the following fields (the list is not exhaustive):

- Design and implementation of corruption/governance risk assessments ;
- Formulation of anti-corruption policies;
- Monitoring implementation of anti-corruption policies;
- Asset declaration systems including audit of declarations;
- Regulation of conflict of interest;
- Public interest notification (whistleblowing) and its protection;
- Auditing of political party financing and electoral campaign;
- Regulations over lobbying;
- Any other ad hoc relevant activity, depending on developments and priorities.

## **4. Institutional Framework**

The main beneficiary institutions of the project will be the Secretariat of the National Coordinator against Corruption (NCAC) at the Council of Ministers (Result 1), the High

Inspectorate for the Declaration and Audit of Assets and Conflict of Interest (Results 2-4), the CEC, and the HSA.

The National Coordinator against Corruption (NCAC, also the Minister of State for Local Government) is responsible for coordinating the National Anti-corruption Strategy and monitoring/overseeing its implementation (see Section 3.1). The Technical Secretariat of the NCAC consists of a Chief of Cabinet, one coordinator and one advisor (two coordinators are expected to be hired). As detailed in Section 3.1, a National Consultative Forum on Anti-corruption Policies is to be established at the time the National Anticorruption Strategy and Action Plan are approved.

The High Inspectorate for the Declaration and Audit of Assets and Conflict of Interest (HIDAACI) is responsible for the audit of the asset declarations of public officials, as well as being the oversight body for conflict of interest regulation. It specifically audits asset declarations of the public officials, collects data from public and private sources, carries out administrative investigations on assets declarations and conflict of interest cases based on the Administrative Procedure Code, and cooperates with other structures responsible for the fight against corruption. It was established pursuant to law no. 9049, dated 10.04.2003 “On the Declaration and Audit of Assets, Financial Obligations of Elected and certain Public Officials”, as amended.

A range of other stakeholders will also benefit directly from the project:

- Coordinators and anti-corruption contact points in line ministries and public institutions, local government units. Under the existing Draft Order on the Coordination Mechanism, these are responsible for coordinating the formulation of Action Plan policies at the level of institutions, and reporting to the National Coordinator on implementation of these policies.
- “Responsible authorities” in the sense of the Asset Declarations Law and Conflict of Interest Law. These are the units or officials designated as responsible for coordinating at the level of individual public institutions the submission of asset declarations by public officials, for managing conflict of interest at institution level (receiving notifications of conflicts of interest, providing advice), and submitting reports annually to HIDAACI on the implementation of these laws.
- “Designated bodies” established to perform duties within public institutions under the upcoming Whistleblowing Law. Under the most recent draft version of the Law, “The designated body can be a specific department or a specific person to that end appointed, depending on the size and structure of the organization. The designated body must be composed of specially trained and dedicated people, limited in number and contractually bound by specific confidentiality obligations. The designated body should be strictly separated from other departments of the organization in order to safeguard its impartiality and independence.”
- Institutions with which HIDAACI interacts and exchanges information. These include particularly the Immoveable Property Registration Office (IPRO), General Department for Transport Services (GDTS, vehicles register), Agency for the Legalisation, Urbanisation and Integration of Informal Zones and Constructions (ALUIZNI), General Department of

Taxation, High Council of Justice, the National Centre of Licensing, National Centre for Businesses Registration, General Directorate of Money Laundering, Police, Prosecution, Bank supervision authority, central bank, etc.

## 5. Budget

The maximum EU support to this project is € 3,000,000 to cover the financing of the Twinning

TOTAL EXPENDITURE (EUR)	IPA CONTRIBUTION		NATIONAL CONTRIBUTION <sup>3</sup>	
	EUR	%	EUR	%
3,000,000	3,000,000	100	in kind (tbd)	in kind

## 6. Implementation Arrangements

### 6.1 Implementing Agency responsible for tendering, contracting and accounting

The European Union Delegation in Tirana will be responsible for tendering, contracting, payments and financial reporting, and will work in close cooperation with the beneficiary.

The Programme Manager at the EU Delegation will be:

Ms Lora Ujkaj  
 Anti-corruption Coordinator  
 European Union Delegation to Albania  
 ABA Business Centre, 17<sup>th</sup> floor.  
 Rr. Papa Gjon Pali I. Tirana, Albania.  
 Tel: + 355 42228320 Fax: +355 42270678  
 E-mail: Lora.UJKAJ@eeas.europa.eu

### 6.2 Main counterpart in the BC

Ms Erisa Proko  
 Chief of Cabinet a.i., Minister of State for Local Government (NCAC)  
 Prime Minister Building, 2<sup>nd</sup> floor, Office 115  
 Blvd “Dëshmorët e Kombit”, No. 1  
 Tirana, Albania  
 Tel: + 355 4 22 77 398

<sup>3</sup> This will be encompassed by the national budgeting of elements of the anti-corruption strategy and action plan.

Email: erisa.proko@kryeministria.gov.al

### 6.3 Contracts

The project will be implemented through one twinning agreement.

Contract	Contract Value ( € )
Project: Support to the formulation, coordination and implementation of anti-corruption policies	
Contract = <i>Twinning</i>	3,000,000
Total € 3,000,000	

### 7. Implementation Schedule (indicative)

- 7.1 Launching of the call for proposals (Date): August 2015
- 7.2 Start of project activities (Date): May 2016
- 7.3 Duration of the execution period (number of months): minimum 30 months

### 8. Sustainability

The project is designed to ensure sustainability of impact in the following ways:

- Assistance to legal norms, sub-legal frameworks and inter-institutional agreements that will have the objective of influencing the legal and institutional set-up, which by nature is likely have a long-term impact
- Production of comprehensible guidelines, training documents that will remain with beneficiaries, *inter alia* in the Albanian School of Public Administration
- Orientation of training towards training of trainers where possible to maximize knock-on impact
- Targeting training at the implementation of legal and institutional frameworks that the project assists, in order to maximise the probability that they will be implemented properly.

Sustainability will also depend on a sufficient degree of stability of human resources in the beneficiaries. The beneficiary institutions are expected to commit to maintaining stability in human resources, and detailed record keeping on the individual beneficiaries training will provide a benchmark for later monitoring (see Section 10)

### 9. Crosscutting issues

The proposals from EU Member States to be received in response to this Twinning fiche circulation should indicate gender-relevant assessments and proposals.

Appropriate gender-mainstreaming of the proposals will be considered an asset in the evaluation procedure.

The project work plan should be gender-mainstreamed in line with UN Women reference documents for Albania.

## **10. Conditionality and sequencing**

The implementation of the project requires the full commitment and participation of the senior management of the Beneficiary Institutions (Secretariat of the National Coordinator Against Corruption, HIDAACI).

The Beneficiaries shall:

- Ensure that appropriate staff and resources are made available to work with the EU twinning partner(s). Counterparts for each of the Beneficiary Institutions will be appointed to facilitate the implementation of the respective activities of the twinning project;
- Be responsible for the selection of trainees where relevant - in consultation with the EU experts - as well as for providing the EU experts with legislation and any other documents necessary for the implementation of the project;
- Ensure that appropriate staff for training are made available, that trainees are released from their duties during their training and that once trained they are retained in post;
- Ensure that staff mentored and trained under this project are permitted to remain in post and not subject to arbitrary and frequent transfer into posts where their newly acquired skills are of no use or dismissed without due cause/process. To address this, a detailed database of what training was provided to which person should be **maintained** by the implementing partner(s) to allow for monitoring of the investment in future to ensure those trained have not been transferred;
- Provide all possible assistance to solve any unforeseen problem that the EU twinning partner(s) may face;
- Fully support the RTA and Resident Experts with accommodation, training rooms and logistical assistance within Beneficiary premises;

Equally, the Twinning team, as led by the Twinning Resident Adviser must ensure full collaboration with the counterparts at the institution. Communications should be open and consistent. The Twinning team must carry out activities in the interest of the beneficiary institutions, and maintain beneficiary involvement at all stages of activities.

## **ANNEXES TO PROJECT FICHE**

1. Logical framework matrix in standard format (compulsory)
2. Detailed implementation chart (optional)

3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (optional)
4. Reference to feasibility /pre-feasibility studies. For all investment projects, the executive summary of the economic and financial appraisals, and the environmental impact assessment should be attached (optional)
5. List of relevant Laws and Regulations (optional)
6. Reference to relevant Government Strategic plans and studies (may include Institution Development Plan, Business plans, Sector studies etc.) (optional)

## LOGFRAME

<b>LOG FRAME PLANNING MATRIX FOR Twinning Fiche</b>		<b>Sector support name and number</b> Justice Home Affairs	
		<b>Contracting period expires</b> Two years following the date of the conclusion of the Financing Agreement	<b>Execution period expires</b> Two years following the end date for the execution of contracts
		<b>Total budget</b> IPA budget: EUR 3,000,000	
<b>Overall objective</b>	<b>Objectively verifiable indicators (OVI)</b>	<b>Sources of verification</b>	
To improve governance and reduce corruption risks in Albania	Positive assessment by EU Number public bodies involved in anti-corruption policies Compliance with anti-corruption functions Institutional performance parameters Donor perception Media coverage on results	EU progress reports AC strategy monitoring reports Corruption reports submitted to prosecutor Transparency and participation in reports Number/increase of number of integrity audits and/or risk detection instruments developed and implemented % of institutions with integrity/risk audits (surpassed) Track record	
<b>Specific objective</b>	<b>Objectively verifiable indicators (OVI)</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
To improve mechanisms for the formulation, coordination and implementation of anti-corruption policy in line with international standards, best practices and EU integration priorities	Number of ministerial monitoring reports; Number of monitoring reports from territorial/local authorities; Number of corruption/integrity breaches; Number of managerial initiatives implemented and/or prevention activities initiated on the basis of data from enforcement division; Number of corruption cases that are reported and forwarded to the prosecutors' office; Results of an expert survey on the transparency of the assessments and reports, participation of the relevant stakeholders and the civil society in the assessment.	<ul style="list-style-type: none"> <li>• EU Progress Report</li> <li>• Evaluations by international non-governmental organisations: Transparency International, Global Integrity and World Bank governance indicators, UNODC reports.</li> <li>• GRECO Fourth Round Evaluation Compliance Reports</li> <li>• Results of an expert survey on the adequacy of the legal and institutional framework with international norms</li> <li>• Number of public bodies that have developed and implemented an anti-corruption policy.</li> </ul>	<ul style="list-style-type: none"> <li>• The full commitment and cooperation of all beneficiaries and stakeholders, including senior management, is required for the successful implementation of the project under this twinning fiche</li> <li>• Staff mentored and trained (NCAC, contact points/coordinators) are not subject to arbitrary/frequent transfers or dismissed without due cause/process.</li> </ul>
<b>Results</b>	<b>Objectively verifiable indicators (OVI)</b>	<b>Sources of Verification</b>	<b>Assumptions</b>

<p><b>1. Improve capacities to develop anti-corruption policies and monitor and report on their implementation and strengthen system to conduct integrity audits and/or anticorruption risks analysis</b></p>	<ul style="list-style-type: none"> <li>• National and sector-based awareness raising activities planned and implemented</li> <li>• National Consultative Forum established and functioning.</li> <li>• Guide/manual on conducting anti-corruption risk assessments available</li> <li>• Guideline/manual on policy formulation available</li> <li>• Number and quality of trainings</li> <li>• Number and quality of risk assessment methodologies prepared</li> <li>• Number and quality of risk assessments initiated/completed</li> <li>• Number of institutions reporting on AP implementation on time</li> <li>• Quality of reporting by institutions on AP implementation <ul style="list-style-type: none"> <li>• Number of integrity plans and corruption risk detection instruments developed and implemented in the public sector;</li> <li>• Number/percentage of public institutions that have implemented the majority of recommended measures proposed by risk audits/integrity plans within suggested time frame.</li> <li>• Anti-corruption training priorities and programme for developed.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Awareness raising documents</li> <li>• Consultative Forum reports</li> <li>• Guides/manuals</li> <li>• Attendance and evaluation sheets</li> <li>• Risk assessment methodologies/assessment documents</li> <li>• Risk assessments</li> <li>• Action Plan implementation reports</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-corruption Strategy and Action Plan approved</li> <li>• NCAC is fully staffed and resourced</li> <li>• Anti-corruption contact points are delegated sufficient authority to engage fully in risk assessment and reporting duties</li> </ul>
<p><b>2. Improvement in the capacity of HIDAACI to audit asset declarations effectively</b></p>	<ul style="list-style-type: none"> <li>• Detailed recommendations on internal procedures completed</li> <li>• Recommendations on existing MoUs/cooperation mechanisms completed</li> <li>• Guidelines on risk assessment-based audit selection available</li> <li>• Number and quality of trainings</li> <li>• Amendments/improvements in internal procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Assessments/recommendations/guidelines</li> <li>• Attendance and evaluation sheets</li> <li>• Internal procedures</li> <li>• MoUs/cooperation agreements</li> <li>• Online declaration system</li> <li>• Reports to HIDAACI by responsible authorities</li> <li>• HIDAACI Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Full engagement and involvement of the HIDAACI management</li> <li>• Full engagement of responsible authorities in public institutions</li> <li>• Full engagement of other institutions with whom HIDAACI exchanges information and interacts, including institutions with public databases, Prosecution and High Council of Justice</li> </ul>

	<ul style="list-style-type: none"> <li>• Electronic declaration system designed and introduced</li> <li>• Amendments/improvements in MOUs/cooperation agreements prepared</li> <li>• Asset declarations published online</li> <li>• Reports submitted to HIDAACI according to Asset Declarations/Conflict of Interest laws <ul style="list-style-type: none"> <li>• Anti-corruption training priorities and programme for developed.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Staff mentored and trained remain in posts and not subject to arbitrary and frequent transfers or dismissed without due cause/process.</li> <li>• Separate assistance if needed for equipment and/or software</li> </ul>
<b>3. Improvement in the capacity of responsible authorities and HIDAACI to implement the Conflict of Interest Law effectively</b>	<ul style="list-style-type: none"> <li>• Legal amendments prepared and approved</li> <li>• Guidelines/manual completed</li> <li>• Training materials completed and included in ASPA curriculum</li> <li>• Number and quality of trainings</li> <li>• Number of responsible authorities submitting annual report to HIDAACI</li> <li>• Number of cases of case-by-case conflicts of interest notified to responsible authorities</li> <li>• Number of cases of conflicts of interest notified to HIDAACI</li> <li>• Number of administrative investigations by HIDAACI of conflict of interest cases</li> <li>• Publication of cases of conflict of interest by HIDAACI <ul style="list-style-type: none"> <li>• Anti-corruption training priorities and programme for developed.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Sub-legal acts and guidelines</li> <li>• Guidelines/manuals/training materials</li> <li>• Training attendance and evaluation forms</li> <li>• Annual reports by responsible authorities</li> <li>• HIDAACI Annual Reports (2016, 2017)</li> <li>• HIDAACI website</li> </ul>	<ul style="list-style-type: none"> <li>• Full engagement and involvement of the HIDAACI management</li> <li>• Full engagement of responsible authorities in public institutions</li> <li>• Full engagement of ASPA</li> <li>• Staff mentored and trained remain in posts and not subject to arbitrary and frequent transfers or dismissed without due cause/process.</li> </ul>
<b>4. Establishment of mechanisms for implementation of the Whistleblowing Law</b>	<ul style="list-style-type: none"> <li>• Sub-legal acts, guidelines completed</li> <li>• Needs assessment completed</li> <li>• Number and quality of trainings</li> <li>• Public awareness campaign conducted</li> <li>• Oversight authority (“Commission”) staffed and equipped to perform obligations under Whistleblowing Law 2017) <ul style="list-style-type: none"> <li>• Anti-corruption training priorities and programme for developed.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Sub-legal acts and guidelines</li> <li>• Needs assessment</li> <li>• Training attendance and evaluation forms</li> <li>• Public awareness campaign materials</li> <li>• Quantity and quality of media coverage on upcoming law</li> </ul>	<ul style="list-style-type: none"> <li>• Whistleblowing Law approved</li> <li>• Designated bodies within public institutions (and private if applicable) allocated responsibilities according to Whistleblowing Law</li> <li>• Oversight authority allocated sufficient resources</li> </ul>

<p>5. Improvement of effective oversight and control of political party finances.</p>	<ul style="list-style-type: none"> <li>• draft amendments to the law on political parties and Election Code on financing of political parties completed.</li> <li>• draft CEC internal procedures to control political party financing completed.</li> <li>• requirements for financial reporting clarified.</li> </ul>	<ul style="list-style-type: none"> <li>• Amendments to the law on political parties and Election Code on financing of political parties published on official journal.</li> <li>• Increased number of checks and audit performed every year.</li> <li>• Amount of money spent illegally on political party financing discovered;</li> <li>• Number of audit reports from political parties, certified by external auditor;</li> <li>• Number of published financial and (external) audit reports;</li> <li>• Number of cases and sanctions for breaking the law;</li> <li>• Results of the CRINIS reports on party financing</li> </ul>	<ul style="list-style-type: none"> <li>• Full engagement of responsible authorities</li> </ul>
<p>6. Assistance to the establishment of mechanisms for the implementation of the Access to Information Law.</p>	<ul style="list-style-type: none"> <li>• resource needs assessment for the Commissioner for Data Protection's office completed.</li> <li>• Training of responsible authorities in public institutions on their obligations under the Access to Information Law performed</li> <li>• Campaign to raise awareness in public administration of the new Law organised</li> <li>• Standard procedures manuals related to the implementation of the Access to Information Law and relevant data protection elements elaborated.</li> <li>• Assistance to assess/develop the introduction of relevant inter-institutional IT solutions/needs</li> </ul>	<ul style="list-style-type: none"> <li>• DPC/ Government information websites/portals operational at various administrative levels;</li> <li>• proactive approach to present</li> <li>• some data (i.e. draft legislation texts, reports, statistics...) without explicit request from the public.</li> <li>• Number of corruption cases revealed and/or reported by the media;</li> <li>• Data published on the owners of the media;</li> <li>• Number of requests for information through the government website;</li> <li>• Number of requests to disclose information actively on all the branches of state power and</li> </ul>	<ul style="list-style-type: none"> <li>• Full engagement of responsible authorities <ul style="list-style-type: none"> <li>• Financial resources allocated.</li> </ul> </li> </ul>

	<p>provided.</p> <ul style="list-style-type: none"> <li>ex-ante evaluation of the legal framework implementation and provision of recommendations provided.</li> </ul>	<p>entities funded by the state budget;</p> <ul style="list-style-type: none"> <li>Number of (grounded) refusals of a request for access to information.</li> </ul>	
<p>7. Assistance to the establishment of mechanisms for discussing the High State Audit's findings through the Parliament and Government, as well as assistance to the improvement of cooperation between HSA and other state institutions.</p>	<ul style="list-style-type: none"> <li>Support to strengthen inter-institutional communication and cooperation provided.</li> </ul>	<ul style="list-style-type: none"> <li>Quality of HSA report</li> <li>Quality of scrutiny and debate over the HAS reports.</li> </ul>	<ul style="list-style-type: none"> <li>Full engagement of responsible authorities</li> </ul>
<p>8: Assistance to improve public intolerance of corruption, through awareness-raising campaigns in the media and training.</p>	<ul style="list-style-type: none"> <li>guidelines provided and awareness-raising activities planned.</li> </ul>		<ul style="list-style-type: none"> <li>Full engagement of responsible authorities</li> <li>Financial resources allocated for funding campaigns.</li> </ul>
<b>Activities to achieve results</b>	<b>Means</b>	<b>Costs</b>	<b>Assumptions</b>
<p><b>Activities related to result 1: Anti-corruption policies, monitoring and reporting</b></p> <p>1.1 Provide assistance for the establishment and functioning of the Consultative Forum on Anti-corruption Policies;</p> <p>1.2 Training of NCAC staff on monitoring implementation of Anti-corruption Action Plan/policies;</p> <p>1.3 Training of NCAC staff and anti-corruption contact points/coordinators on reporting on implementation of Anti-corruption Action Plan/policies.</p> <p>1.4 Assess the impact of the anti-corruption action plan and provide suggestions on how to improve it and prepare follow-up action plan.</p> <p>1.5 Provision of guide/manual on conducting anti-corruption risk assessments</p>	<p>Twining contract</p>	<p>EUR 1,500,000</p>	<ul style="list-style-type: none"> <li>The beneficiaries are committed to avail the appropriate staff, premises and equipment for the assistance and training to be provided</li> </ul>

<p>for NCAC staff and AC contact points/coordinators;</p> <p>1.6 Organise cycle of joint trainings of NCAC staff and AC contact points on conducting risk assessments;</p> <p>1.7 Assistance in preparation of methodologies for three risk assessments in selected institutions/sectors;</p> <p>1.8 Organise cycle of joint trainings of NCAC and other relevant staff on screening of laws/draft laws for corruption risks (“corruption proofing”);</p> <p>1.9 Provision of guideline/manual on formulation of policies based on risk assessments and regulatory impact assessment;</p> <p><b>Activities related to result 2: Asset Declarations</b></p> <p>2.1 Assistance to the improvement of internal procedures for the handling of asset declarations, selection and conduct of audits, communication/exchange of information with external parties, administrative investigations of suspected violations, and procedures for imposition of administrative sanctions and filing criminal notifications</p> <p>2.2 Assistance to the introduction of a system for completion of asset declarations online combined with submission in paper form</p> <p>2.3 Provision of guidelines and training on risk-based selection of officials for asset declaration</p> <p>2.4 Cycle of training on in-depth methods of auditing asset declarations</p>			
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<p>2.5 Assistance to drafting/amending existing memoranda or equivalent mechanisms between HIDAACI and other institutions on cooperation/exchange of information</p> <p>2.6 Training on cooperation and exchange of information for staff from HIDAACI and institutions with which HIDAACI needs/requests data</p> <p>2.7 Assistance to the methods for publication of asset declarations online</p> <p><b>Activities related to result 3: Conflict of Interest</b></p> <p>3.1 Assistance to drafting legal amendments to the Conflict of Interest Law and other relevant legislation</p> <p>3.2 Assistance/mentoring to HIDAACI in the elaboration of register of interests/conflicts of interest</p> <p>3.3 Provision of guidelines/manual to responsible authorities on implementation of the Conflict of Interest Law</p> <p>3.4 Provision of improved/updated training materials on conflict of interest to the Albanian School of Public Administration (ASPA)</p> <p>3.5 Cycle of trainings for HIDAACI staff and responsible authorities on respective roles in implementation of the Conflict of Interest Law, including training of trainers to provide ASPA trainings</p> <p>3.5 Campaign to raise awareness in public administration of the requirements of the Conflict of Interest law and other relevant regulations</p>			
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<p><b>Activities related to result 4: Whistleblowing</b></p> <p>4.1 Assistance in drafting sub-legal acts and other relevant guidelines/documents for implementation of the Whistleblowing Law</p> <p>4.2 Provision of resource needs assessment for oversight authority established by the Whistleblowing Law</p> <p>4.3 Training of responsible authorities in public institutions on their obligations under the Whistleblowing Law</p> <p>4.4 Campaign to raise awareness in public administration (and private sector if applicable) of the upcoming/new Law</p> <p>Activities related to Result 5: Effective oversight and control of party finances</p> <p>5.1 Assistance to draft amendments to the law on political parties and Election Code on financing of political parties, in line with ACFA recommendations.</p> <p>5.2 Assistance to the improvement of internal procedures and clear responsibilities of the CEC staff to control political party financing.</p> <p>5.3 Assistance to conduct selective checks of party financial audit reports on the basis of guidelines already provided by the previous Project Against Corruption in Albania.</p> <p>5.4 Assistance to clarify and simplify requirements for financial reporting so that financial auditors and CEC auditors are responsible for auditing only key information that is of high relevance.</p> <p>Activities related to Result 6: Assistance to</p>			
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<p>the establishment of mechanisms for the implementation of the Access to Information Law.</p> <p>6.1 Provision of resource needs assessment for the Commissioner for Data Protection's office</p> <p>6.2 Training of responsible authorities in public institutions on their obligations under the Access to Information Law</p> <p>6.3 Campaign to raise awareness in public administration of the new Law</p> <p>6.4. Elaboration of standard procedures manuals related to the implementation of the Access to Information Law and relevant data protection elements.</p> <p>6.5. Provide assistance to assess/develop the introduction of relevant inter-institutional IT solutions/needs.</p> <p>6.6. Revision of transparency programs.</p> <p>6.7. ex-ante evaluation of the legal framework implementation and provision of recommendations.</p> <p>6.8. Provide assistance for the elaboration of transparency programmes with most vulnerable line institutions.</p> <p>Activities related to Result 7: Assistance to the establishment of mechanisms for discussing the High State Audit's findings through the Parliament and Government, as well as assistance to the improvement of cooperation between HSA and other state institutions.</p> <p>7.1 Provide assistance to Members of Parliament to establish mechanisms for</p>			
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<p>discussing HSA findings.</p> <p>7.2 Evaluation of and identification of problems with the existing Memoranda of Understanding between HAS and other bodies, especially law enforcement authorities.</p> <p>7.3 Awareness raising on HSA's role within the national anti-corruption framework.</p> <p>Activities related to Result 8:</p> <p>1.1 Provide guidelines and assistance on planning and implementation of awareness-raising activities;</p> <p>1.2. Strengthen cooperation with the civil society.</p>			
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