

ExB Project Proposal

Presence in Albania

Project Title: Support Anti-Corruption measures in Albania

General Information

Project No.: 2500398
OSCE Dimension: Economic and Environmental
Thematic Category: Anti-corruption
Programme Name: Good Governance
Geographical Area: South-Eastern Europe
Starting Date: 15 December 2014
Ending Date: 15 December 2015
Total Financial Requirements (in Euro): 638,537
Implementing Partner: ☒ Yes ☐ No
Beneficiaries: Ministries (Education, Environment, Economic Development, Trade and Entrepreneurship), Albanian School of Public Administration, business community, civil society organizations and Albanian citizens (with a particular focus on youth and students)

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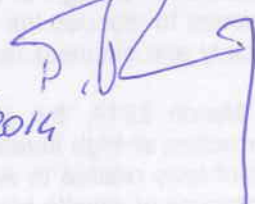
Date of approval: 6/10/2014

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1. Executive Summary

According to various international reports, corruption remains a critical issue in Albania and the country is ranked very low among European Union and other Balkan countries as far as public perception of corruption is concerned. Albania is an emerging economy, aspiring to join the EU. The fight against corruption is one of the five key priority issues that the country has to address to move forward in the integration process. Restoring public trust in the public institutions is also key. The Government that took office in September 2013 has declared the fight against corruption a priority and assigned the Minister of State for Local Issues as the National Co-ordinator against Corruption (NCAC). Following this, a National Anti-corruption Strategy and National Action Plan (AP) have been drafted and consulted with different stakeholders with the support of the OSCE Presence in Albania (the Presence). These documents are expected to be endorsed by October 2014. In spite of these measures, there is a need for more efforts and stronger support by the government in order to succeed in the fight against corruption. Furthermore, a greater awareness and cooperation from the public side in denouncing corruption practices is required. The co-operation and contribution of all stakeholders, such as civil society organizations and the business community, against bribery is also an essential part of the wider action. The implementation of good governance principles by both the government and business community would facilitate investments and improve the business climate in the country, eventually contributing to more sustainable economic development. The project seeks to support the fight against corrupt practices in the country by working in three main pillars: improve capacities of public administration at central and local level; raise awareness of the public, and in particular young people, on reporting and fighting corruption; and increase the commitment of the business community. The Project will partner several government institutions such as the Ministry of

State for Local Issues, the Ministry of Economic Development, Trade and Entrepreneurship, the Ministry of Education and Sports and the Ministry for Innovation and Public Administration. Additionally, the project will partner with different civil society organizations and business associations. The project is a continuation of the support provided by the Presence to the central and local institutions in promoting Good Governance and Fighting Corruption. Moreover, the project takes into consideration the achievements, challenges and lessons learned from the previous experiences.

2. Background and Justifications

The fight against corruption remains a national priority but efforts to address the problem and enable real change are limited. Corruption continues to be widespread and the perception of citizens is deteriorating. This is reflected also in the 2013 Corruption Perceptions Index of Transparency International (TI) that has ranked Albania in the 116th position, 18 positions lower than in 2011¹.

The new government taking office after the 23 June 2013 elections declared the fight against corruption a top priority. In November 2013, the government appointed the Minister of State for Local Issues as the National Co-ordinator Against Corruption (NCAC), in order to co-ordinate and follow up the implementation of the state policy in preventing and fighting corruption. Additionally, in-line ministries, some independent institutions and prefectures established 57 anti-corruption co-ordinators and focal points respectively at political and technical level.

Since November 2013 the Presence has supported the government in drafting the National Anti-corruption Strategy 2014 – 2017, and since April 2014 in drafting of the related Action Plan (AP), which is expected to be officially adopted in the last quarter of 2014. The draft AP defines concrete measures and activities within the three main pillars of the strategy: prevention, punishment and awareness-raising². In addition, during the first part of 2014 the Presence supported the consultative process to discuss the draft of the National Anti-corruption Strategy and its AP, which involved civil society and business community.

In March 2014, the government also made changes in the Criminal Procedure Code, making corruption at high levels to be considered as a serious crime. Currently, the government is revising a set of laws related to anti-corruption measures and is in the process of drafting the legislation for the protection of whistle-blowers, which was commented by the Presence.

Furthermore, in 2013, the Presence in co-operation with the Albanian School of Public Administration (ASPA) conducted an assessment report on the anti-corruption training needs for public administration officials at the central and local level, after which various anti-corruption modules and recommendations for policy implementation regarding ASPA have been proposed.

Moreover, the Presence – through an Extra Budgetary Project financed by Italy - is supporting local government units (in Fier and Lushnja municipalities) to improve their transparency and accountability by assessing their vulnerability towards corruption and providing means for improving governance and tackling corruption within the institutions at issue.

Beyond the initiatives described above, more efforts need to be made in order for Albania to reach higher international standards as far as fighting of corruption is concerned.

Additionally, the fight against corruption is one of the five Key Political criteria established by the EU as conditions for further integration of the country, and better results in this area will allow the country to open the negotiation for the accession in EU after receiving the EU candidate status in July 2014.

The Presence considers as strategic the periodic exchanges of information, experiences and best practices in preventing anti-corruption with other participating States being crucial. This would help the Albanian public institutions to improve their knowledge in dealing with different problems and identifying solutions, based on the experience of those countries.

¹ <http://www.transparency.org/country#ALB>

² The Action Plan also includes measures suggested by some Independent Institutions such as HIDAACI, Ombudsman, High Council of Justice and Prosecution.

The aforementioned assessment that was conducted by the Presence together with ASPA was specifically designed to assist and build the capacities of ASPA, which is the main public institution providing training to public administration officials at the central and local level. Specifically, the assessment shed light on the need to include new trainings or revise the existing ones that are focused on corruption combatting. During this activity it was noticed that ASPA has limited human and financial resources, as well as expertise to design detailed curricula and establish a pool of trainers specialized on anti-corruption topics.

The Presence also noticed a lack of specific knowledge of senior level officials at central and local level on several aspects of anti-corruption measures. In agreement with the Government, and taking into consideration what other international actors are doing in fighting this spread phenomena, the Presence and the NCAC identified the following important areas that are prone to corruption: education, environment and public procurement. Senior officials should have the necessary knowledge to perceive and analyse the risks within their institutions in order to identify possible gaps and avoid corruption threats.

According to the 2013 UNODC/INSTANT Report: *"Business, corruption and crime in Albania: The impact of bribery and other crime on private enterprise"*, corruption and other forms of crime are a great hindrance to private enterprise and have a negative effect on private investment. According to the report, *"the examination of the experience of businesses that pay bribes to public officials underlines the fact that corruption plays a role in the daily business of many companies. Bribe-paying businesses pay an average of 4.6 bribes per year, or about one bribe every eleven weeks. The prevalence of bribery is higher among small (10 to 49 employees) businesses than among businesses of other sizes"*³. In this regard, on 24 February 2014, the Government of Albania and the European Bank for Reconstruction and Development (EBRD) signed a Memorandum of Understanding *"aimed at re-energizing the country's economic reform process. Under the agreement, the two parties will use a range of instruments to improve policy dialogue between the private sector and government, with the aim of fostering both domestic and foreign investment. Its objectives are to strengthen the legal framework in the country, including through improvements to dispute resolution mechanisms, and to tackle corruption and raise standards of transparency in the corporate and banking sectors."*⁴ The report specifically emphasizes that *"corruption is encountered more frequently in public officials at the local level with whom businesses have frequent interactions"*. This includes tax officers, inspectors of different sectors, police officers etc. Reforming the inspection procedures is also one of the major actions to be taken for the facilitation of the business climate. For this reason there is a need to improve the accountability of public administration officials/bodies, including the ones dealing with business and private sector companies (e.g. business registry, licensing offices, etc.).

There is recognition of a need to gather detailed information and to carry out a detailed analysis on the bribery cases and on their impact on the development of the private sector in Albania, taking into consideration the attitude of private sector and of public institutions towards the phenomenon. There is, in fact, a low understanding and commitment towards anti-bribery actions as a part of the corporate social responsibility in the private sector. There is therefore the need to increase the general awareness on anti-bribery policies and to provide private business with clear guidelines to follow in order to avoid and denounce bribery cases.

As mentioned above, despite the progress made by the Government, the public perception is that corruption remains high and there is a need to increase citizen's awareness on anti-corruption measures. The general public has limited information on the government measures to fight corruption and on the dedicated mechanisms and instruments in place, including the modalities on how and to whom to report corruption cases. Especially the youth seem to have a very low awareness about the negative consequences that corruption and bribery have on the development of a democratic society, as they seem to not know how crucial the contribution they could bring is.

Moreover, civil society is still in the process of forming its role as watchdog. Civil society should be more participatory and active in demanding adherence to good governance principles at the local and

³(http://www.unodc.org/documents/data-and-analysis/statistics/corruption/Albania_Business_Corruption_2013_EN.pdf)
⁴ (<http://www.ebrd.com/pages/news/press/2014/140224b.shtml>)

central level, in order to ensure transparent, sustainable and equitable public service delivery, in monitoring the anti-corruption policies, and in reporting of corruption practices.

In order to inform the public about the anti-corruption measures and mechanisms, the Albanian Prime Minister announced at the end of July 2014 the intention of the government to launch a nation-wide anti-corruption campaign in 2014-2015.

The project, in line with the content of the AP on Anti-Corruption, has been drafted in agreement with the main institutional counterparts who are also the main partners in this project. The project will be implemented in close co-operation with the Ministry of State for Local Issues/National Coordinator on Anti-corruption (NCAC), which will be the main coordination body, the Ministry for Innovation and Public Administration, in particular the Albanian School of Public Administration (ASPA) that is under its responsibility, the Ministry of Education, the Ministry of Environment, the Ministry of Economic Development, Trade and Entrepreneurship and its National Agency for Investments (AIDA), and the National Economy Council (NEC) under the Ministry of Economic Development, Trade and Entrepreneurship in particular the sub-committee on business climate that will be created under NEC in autumn 2014 with EBRD funds. Further, close co-operation and partnership will be established with international stakeholders, such as the Italian National School of Administration, which is recognized by the World Bank as a strategic partner on anti-corruption and public sector governance, based on the Memorandum of Understanding (MoU) that WB has signed with the Italian National School of Administration on 30 January 2014 to establish a strategic programmatic partnership in the support of knowledge, creation and dissemination on anti-corruption in line with their respective mandate. Close co-operation will be also established with the International Anti-corruption Academy (IACA), considering the MoU signed on 28 March 2011, which formalized co-operation on anti-corruption between the OSCE and IACA. The project staff will regularly liaise with all the above mentioned institutional bodies in order to co-ordinate activities and events.

In addition, the project will be implemented through the engagement of local Implementing Partners coming from the civil society, with the aim to enhance their capacities and to stimulate their involvement in the promotion of the good governance and investment climate, and their co-operation with the private sector.

The project takes into consideration the considerable experience that the OSCE Presence in Albania has been developing over the years on fighting corruption. At the end of any project (whether it is funded under the Unified Budget or financed by Extra Budgetary support) the department of Good Governance assesses and evaluates the achieved results on this matter and draws on the lessons learnt. This approach allows the Anticorruption Unit at the OSCE Presence in Albania to integrate best practices in the new proposals.

The project is in line with OSCE efforts and commitments to fight corruption as enshrined in the 2012 Declaration on strengthening good governance and combating corruption, money-laundering and the financing of terrorism⁵ and in the OSCE Ministerial Council Decision 11/04 on Combating Corruption⁶. Additionally, the mandate of the Presence foresees a focus on anti-corruption, including the support to the implementation of relevant national strategies. The project fully complies with the OSCE Presence mandate and supports the Department Output: "National authorities' capacities to implement policies to combat corruption are strengthened".

Beneficiaries of the project will be the line ministries, ASPA, business community, CSOs and Albanian citizens in general, with a particular focus on youth and students. The project foresees close contacts and exchange of information with relevant actors in the field of anti-corruption in Albania such as the United Nations Office on Drugs and Crime (UNODC), the Organization for Economic Co-operation and Development (OECD), the Council of Europe's Group of States against corruption (GRECO) as well with the European Union Delegation.

The project will be gender mainstreamed by taking into consideration the gender prospective in every activity and trying to ensure an equal participation of men and women, girls and boys during the different initiatives. Moreover, in relation to anti-bribery and anti-corruption issues, there will be a

⁵ <http://www.osce.org/cio/97968?download=true>

⁶ <http://www.osce.org/mc/23047?download=true>

special attention in dealing with the so called “sexual bribery” which normally affects more the women than the men.

3. Project Objective

Corruption practices decreased

4. Project Results

Result 1 Mechanisms to build capacities of Central and Local Administration to reduce corruption practices are established

SMART Indicators:

- The number of trained public officials trained on anti-corruption at central and local level is increased by 30% after one year;
- The number of training courses on anti-corruption for public officials at the central and local level is increased by 20% after one year.

Means of verification:

- Annual report of ASPA;
- ASPA Web site;
- Annual Department of Public Administration report.

Activity 1.1: Drafting of detailed curricula on Anti-corruption

Following the implementation of the Anti-corruption Action Plan and the Assessment report provided by the Presence to ASPA on the designing of the new anti-corruption programme, ASPA will be further assisted to draft several training curricula. The activity will be organized in co-operation with the Italian National School of Administration (INSA), who is already working with ASPA with very good results. The INSA has a renowned experience on formulating curricula with specific modules on Anti-corruption. The curricula will be set up for several different targets at central and local level:

- one addressed to public officials in their probation period;
- one targeting the managerial level of the public officials;
- one targeting the anti-corruption focal points at both, central and local level;
- specific curriculum on anti-corruption in public procurement, education and environment areas.

All trainings will include management of corruption complaints and will be drafted in English and translated into Albanian. For the implementation of this activity, four international and two national experts will be hired. The experts will draft all the curricula and will adapt them to be used for a consequent Training of Trainers (ToT). The OSCE will instruct the experts to include a gender perspective in the curricula. Each expert will be contracted for 20 days within two months. They will do a general analysis and desk review. In addition, they will collect further necessary information to develop the content of the curricula, identifying both theoretical and practical parts of it including key studies. Furthermore, they will share the drafted curricula with the National Coordination on Anticorruption, the Ministry of Education, the Ministry of Environment as well as the Public Procurement Agency and Public Procurement Commission. They will work closely with the INSA as well as with the Presence in designing the training curricula. Furthermore, the international experts will be responsible for the supervision and the co-ordination of the work of the two national consultants to be contracted.

Activity 1.2: Delivering training of trainers on anti-corruption and good governance.

In order to guarantee sustainability and continuation of the efforts, one training of trainers (ToT) will be delivered to the ASPA certified trainers' team on anti-corruption and good governance topics.

The training will be delivered to 25 participants for 12 working days. ASPA will launch a call for application (also on local media) among public officials with experience in education/training and fluent in English, coming from local and central administrations. The evaluation of the candidates will be done by ASPA in co-operation with the Presence and the international experts in charge of drafting the curricula and delivering the ToT. The trainers will encourage the participants in the ToT to specialize in one of the topics delivered. The four international experts already contracted to draft the curricula will be in charge: three experts for 3 days to train on the specific topics on curricula and one expert for 9 days to train on the basic curricula. The ToT curricula will be delivered in a total of 12 days.

Two representatives from NGOs active in the anti-corruption area will also be invited to be present at the training.

Activity 1.3: Delivering training on anti-corruption to public officials at central and local level

Following the activities 1.1 and 1.2, the project will deliver 10 training sessions to officials both at central and local level. Six training sessions (three based on the basic curricula and 3 based on the curricula regarding procurement, environment and education) will be provided to 15 participants from central government for each curriculum. In the training on corruption in procurement, education and environment at central level will be also invited 15 officials from the local government. The trainings will be delivered in 5 working days.

Sub-activity 1.3.1: Four more trainings will target local officials of four municipalities, including Fier and Lushnja where the Presence is already implementing an Italian-funded anti-corruption project. The two remaining municipalities will be identified with the NCAC after the 2015 local elections and will take into consideration the political and geographical balance, in order to cover municipalities in North, South and Centre of Albania. The training course delivered at local level will target three different groups (multi-stakeholder format): 10 public officials, 10 representatives of the civil society, and 10 coming from the business community. The best 15 successful participants of the ToT will be in charge of delivering this training (financially supported by the project), which will provide them with the experience required to be accredited as trainers on anti-corruption and good governance. The project will cover the expenses related to the training facilities at local level, while ASPA will provide the facilities for the central level trainings. Additionally, the project will cover the travel cost of some of the participants in the training that have to come from outside the city where the training will take place.

Activity 1.4: The Presence will organize a study visit to Italy, to one of the models of Public Administration, Ethics and Anticorruption Training. The purpose of the study visit is to introduce to ASPA and other main anti-corruption national institutions to the Italian National School of Administration, as one of the most recognised models of anti-corruption schools/trainings. The aim of the study tour is to spread knowledge, get an overview on European policies on AC, accountability, transparency, AC risk management system and governance system and mechanisms, as well as of the actors and their roles on the AC policies implementation. The study tour will include representatives from some of the main anti-corruption Albanian Institutions such as ASPA, NCAC, HIDAACI, and some representatives from the Public Procurement Agency, Public Procurement Commission, Ministry of Economic Development, Trade and Entrepreneurship, Ministry of Environment and Ministry of Education. In addition, representatives of civil society and business community will be invited. A maximum number of 20 persons will attend the study visit for 5 days.

Essential inputs to accomplish Activity 1	EUR
610001 Internationally contracted consultants (20 days within two months per 500 EUR/ day * 4 consultants)	EUR 40,000
610001 Locally contracted experts (20 days * 200 EUR/day * 2 experts)	EUR 8,000
610003 Travel for international consultant (2 trips to Tirana * 500EUR/each * 4 consultants)	EUR 4,000
610004 DSA for international consultant (10 days * 114 EUR/day * 4 consultants)	EUR 4,560
610005 Terminal allowance for international consultant (30EUR * 4 terminal allowance *2 trips * 4 consultants)	EUR 960

610001 International contracted trainers (3 trainers * 3 days * 500 EUR/day + 1 trainer * 9 days * 500 EUR/day)	EUR 9,000
610003 Travel for international consultants (4 experts * 500 EUR/ trip)	EUR 2,000
610004 DSA for international consultants (4 days * 114 EUR/day* 3 trainers + 10 days *114 EUR/day * 1 trainer)	EUR 2,508
610005 Terminal allowance for international consultants (30EUR * 4 terminal allowance * 4 experts)	EUR 480
643003 Publication of the call in local media	EUR 500
620006 Room rent for training (120 EUR * 12 days)	EUR 1,440
620007 Catering for participants (12 EUR * 25 persons * 12 days)	EUR 3,600
620007 Training material (notebooks, folders, pens, photocopies: 4 EUR/person * 25 persons)	EUR 100
610001 Local trainers (15 trainers * 20 days * 50 EUR/day)	EUR 15,000
620006 Room rent for training in local level (120 EUR * 2 days * 4 locations)	EUR 960
620007 Catering for participants (12 EUR * 2 days * 10 training sessions * 30 persons)	EUR 7,200
610004 DSA for trainers (15 trainers * 20 EUR/day* 2 days * 4 locations consultants)	EUR 2,400
620003 Travel costs for regional training (0.2 EUR/km * 1000km average)	EUR 200
620007 Participants costs in the trainings (7 EUR * 8 trainings * 20 participants)	EUR 1,120
620003 Travel costs for participants (20 participants * 500 EUR/each)	10000
620004 DSA for participants in study visit (220 EUR * 6 * 20)	26400
620005 Terminal allowance for participants in study visit (30 EUR/each * 4 ways * 20 participants)	2400
620007 Other travel costs (lump sum)	1000
620007 Representation fund for an official dinner (20 EUR * 30 persons)	600
Total amount for Activity 1	144,428

Result 2 Public is aware of the means to fight and to report corruption

SMART indicators:

- By the end of 2015 at least 10.000 persons will have entered the "anti-corruption website";
- By the end of 2015 there will be an increase of 5% of anti-corruption cases reported to the competent authorities.

Means of verification

- Annual "Anti-corruption website" statistics of NCAC;
- Annual reports of Prosecutor Office and Albanian State Police.

Activity 2.1: Launching an awareness and communication campaign on anti-corruption measures

The anti-corruption Action Plan stresses the need to better inform the public on the anti-corruption measures and on how to report corruption practices. The project will therefore assist the Government in designing and launching awareness raising activities to support the National Awareness Campaign on Anti-corruption, to be started in late 2014 and conducted during the whole 2015. The aim of the activities will be to communicate with the public and different target groups, focussing on what

messages should be transmitted, how and with what means to inform the citizens on those issues. The awareness raising activities will be drafted by an international communication expert with the assistance of a national one. The international expert will bring a higher level of expertise which is missing in the country. In addition, because of the sensitivity of the area, the international expert is expected to guarantee impartiality. Both consultants will be contracted for 30 working days in two months. The awareness raising activities will make use of innovative means to disseminate information, such as internet, social networks and alternative communication channels such as blog, "WhatsApp" channel group for denouncing corruption in universities, "Viber" and sms campaign. A spot will be produced. Additionally, printed posters of various sizes and leaflets are foreseen to be displayed in public spaces on the means to denounce corruption. An interactive website will be designed and launched. It will serve for reporting and denouncing corruption in both public and private sectors. The website will provide interested citizens with useful information, procedures of denouncement and contacts. The hosting web page will be hired from a national service provider and maintained by the National Coordinator for Anti-Corruption.

Activity 2.2: Awareness raising among the youth on anti-corruption

The project will work specifically with youth in order to encourage tolerance-zero to corruption practices. Thirty lectures will be delivered in high schools and public university in Tirana. The lectures will focus on the consequences and damages that corruption causes to society. Five public personalities from art, literature and media will be contracted to deliver the lectures and to stimulate interest and interaction.

Sub-activity 2.2.1: Organizing interactive lectures on anti-corruption

About thirty lectures sessions will be organised for high school and public university students in Tirana by the Presence at central level. The lectures will focus on anti-corruption treating it from various angles. The lectures will stimulate the discussion and debate among students and promote exchange of ideas on how to tackle corruption in the country.

Sub-activity 2.2.2: National contest of best essays on the topic of anti-corruption

In the high school level and public universities lectures, the Presence will launch a contest of how to tackle corruption and how to plan a society free of corruption (competition of ideas). A commission for the evaluation of the essays will be established, comprising of academics, media representatives as well as representatives from the Presence and NCAC. The 10 best essays will be presented during a National event with wider audience including donors and international organisations, government representatives, representatives from the institutions in charge of fighting corruption, academics etc. The authors of the top three essays will be awarded with the attendance in a summer course at the International Anti-corruption Academy (IACA). The best essays will be announced and will receive prizes in a national conference on anti-corruption on the International Anti-corruption Day (9 December).

Activity 2.3: Local and regional meetings with civil society groups and citizens on corruption complaints and reporting procedures

In order to present the existing corruption complaints and reporting procedures, the project will organise fourteen debates (2 at central level in Tirana and 12 at regional level) where civil society organizations and citizens will discuss the necessary improvements in order for such instruments to be effective. The civil society organisations operating in the anti-corruption area will be invited to present good practices as well as failed practices due to the lack of proper accountable and transparent procedures. The project will seek the participation of key NGOs working on anti-corruption, e.g. Transparency International. An implementing partner will be contracted to organize and facilitate the debates. About 20 participants will be invited in each debate, at the end of which a white paper identifying the needed revisions of the legislation on complaints and reporting procedures will be drafted and then submitted to the Government. The project will try to achieve gender balance among the participants, also proposing gender and corruption as a topic for discussion.

Activity 2.4: Introducing anti-bribery measures in the education sector

The project will support the Ministry of Education in developing the measures on anti-Corruption. More specifically, in collaboration with the NCAC and the Ministry of Education, the Project will propose anti-bribery measures to be adopted at all levels of the education system, from pre-university to university and post-graduate courses. An international expert, together with a national

expert, will be contracted to draft the appropriate measures and a system to monitor their application. The measures drafted will be used in turn for the campaign focused on education. Information and the specific measures elaborated by the experts will be displayed in public areas as well as in electronic and social media that are frequented by students. Informative leaflets on anti-bribery will be designed, produced and distributed in the same public spaces by the Presence. The international expert will bring a higher level of expertise which is missing in the country. In addition and because of the sensitivity of the topic, the international expert is expected to guarantee impartiality. The international expert will be contracted for 10 working days, while the national expert for 15 days. The national expert will be contracted for 5 additional days respecting to the international one in order to conduct a preparatory work such as desk review.

Activity 2.5: Periodic consultative meetings on the implementation of the anti-corruption action plan with civil society and business community

The Presence will assist the NCAC in having regular sectorial meetings with civil society and business community with the aim to ensure an effective implementation of the Action Plan (AP) and support its periodic revision. In these meetings, the NCAC will present the progress in the implementation of the Anti-corruption AP by specific government institutions. The participants will be encouraged to comment on how to improve the implementation of the AP. Six priorities from the AP will be selected by the Presence in co-ordination with the NCAC. These priorities will be target of discussions with representatives of civil society and other interested stakeholders including citizens and the business community. Two meetings for each priority will be organized around the country, ensuring as much as possible the participation of both women and men. An annual report on the findings and recommendations of the consultative meetings will be compiled for the government. An Implementing Partner (IP) will be contracted to analyse and summarize the findings and recommendations in a report, to be printed in Albanian (100 copies) and English language (30 copies). The report will also be published online on the official website of the NCAC.

Activity 2.6: Organizing a national conference on anti-corruption on the International Anti-corruption Day

A national conference will be organized by the Presence on the International Anti-corruption day, 9 December 2015, aiming to promote the anti-corruption efforts and further raise the awareness on the necessity of such measures. The conference will be conceived as a high level event, in which high central and local government officials will be invited, as well as civil society, media representatives, business community. The project will seek the participation of key NGOs working on anti-corruption, e.g. Transparency International, and of a representative of the Gender Unit of the Directorate of Social Inclusion within the Ministry of Social Welfare and Youth. The conference will also include the presentation of some international experiences and practices in the fight against corruption. For holding these presentations, three well-known international experts will be invited to present the best practices on the issue. Finally, in this event the winning articles and essays under activities 2.1.2 and 2.2.2 will receive the prizes. This will be a one-day event in Tirana, which will host about 100 participants.

Essential inputs to accomplish Activity 2	EUR
610001 Internationally contracted consultant for designing the awareness programme and campaign (500 EUR * 30 days)	EUR 15,000
610003 Travel for international consultants (1 experts * 500 EUR/ trip)	EUR 500
610004 DSA for international consultant (10 days * 114 EUR/day)	EUR 1,140
610005 Terminal allowance for international consultants (30EUR * 4 terminal allowance)	EUR 120
610001 Locally contracted expert for designing the awareness campaign (200 EUR/day * 30 days)	EUR 6,000
610002 Interactive internet campaign (lump sum)	EUR 2,000
610002 Production of media spot	EUR 7,000
643003 Broadcasting in the national TVs (Three TVs * 10000 EUR/each)	EUR 30,000
653004 Production of posters leaflets and other accessories with AC logo campaign (2 EUR/each * 5000 copies)	EUR 10,000

610002 Establish and interactive website for denouncing corruption	EUR 5,000
610001 Contract five public personalities to organize lectures with students in various high schools and public universities within the country (250 EUR * 6 days*5 experts)	EUR 7,500
610004 DSA for the travel within the country (60EUR/night * 6 days * 5 experts)	EUR 1,800
620003 Travel costs (0.2 EUR/km * 1000 km * 5 experts)	EUR 1,000
620007 Rent of big screen (200 EUR * 30 meetings)	EUR 6,000
620007 Tuition fee to participate in the summer course (1500 EUR*3 students)	EUR 4,500
620003 Travel for participating in summer course (500 EUR/person * 3 students)	EUR 1,500
620004 DSA for participating in summer course (200 EUR/person * 15 days * 3 students)	EUR 9,000
620005 Terminal allowance (120/person * 3 students)	EUR 360
620006 Room rent for the launching event (1 day * 500 EUR)	EUR 500
620007 Coffee break (100 participants * 5 EUR * 1 coffee break)	EUR 500
620007 Lunch (100 participants * 15 EUR)	EUR 1,500
620007 Rent of screen for the presentation (400 EUR * 1 day)	EUR 400
620007 Microphone equipment (400 EUR * 1 day)	EUR 400
610001 Translators fee (200 EUR * 2 translators * 1 day)	EUR 400
622001 IP contract for organizing the meetings at the local level (200 EUR * 20 days*3 experts)	EUR 12,000
622003 DSA for the travel within the country (60EUR/day * 10 days * 3 experts)	EUR 1,800
620003 Travel costs (0.2 EUR/km * 3000 km)	EUR 600
620006 Room rent (120 EUR * 14 meetings)	EUR 1,680
620007 Coffee break (3 EUR*14 meetings * 20 persons)	EUR 840
643003 Printing of informative leaflets (0.5 EUR/each * 5000 copies)	EUR 2,500
620007 Stationeries for the meetings (1EUR *14 meetings * 20 persons)	EUR 280
610001 One international expert to develop specific measures for anti-bribery measures (500 EUR * 10 days)	EUR 5,000
610004 DSA for international expert (114 EUR/day * 6 days)	EUR 684
610003 Travel for international expert (500 EUR * 1 trip)	EUR 500
610005 Terminal allowance for international expert (30 EUR * 4 terminals)	EUR 120
610001 One national expert to develop specific measures on anti-bribery (200 EUR * 15 days)	EUR 3,000
643003 Public displays in the universities and public schools on anti-bribery measures (200 EUR * 50 entities)	EUR 10,000
643003 Printing of informative leaflets and informative materials (0.8 EUR/each * 5000 copies)	EUR 4,000
622001 IP contract to analyse and summarize the findings and recommendations of the meetings (200 EUR * 20 days*2 experts)	EUR 8,000
622003 DSA for the travel within the country (60EUR/day * 10 days * 2 experts)	EUR 1,200
620003 Travel costs (0.2 EUR/km * 2000 km)	EUR 400
620006 Room rent (12 meetings * 120 EUR/each)	EUR 1,440

620007 Coffee for participants (4 EUR * 6 meetings * 30 persons)	EUR 720
643003 Photocopies for the meetings (0,5 EUR * 6 meetings * 30 persons)	EUR 90
653004 Publish in electronic and hard copy the annual report on the Action Plan (3 EUR * 130 copies)	EUR 390
610001 Translation fee for the Action Plan (lump sum)	EUR 500
620006 Room rent (500 EUR/day * 1 day)	EUR 500
620006 Room rent for breakouts (150 EUR/ day * 2 rooms)	EUR 300
620007 Coffee break (5 EUR/persons * 2 coffees * 100 persons)	EUR 1,000
620007 Lunch for participants (15 EUR/persons * 100 persons)	EUR 1,500
620006 Microphone equipment (500 EUR / day * 1 day)	EUR 500
610001 Translation fee (200 EUR/day * 1 day * 2 translators)	EUR 400
620007 Rent of big screen for presentations and banner (1000 EUR * 1 day)	EUR 1,000
610001 Internationally contracted speakers (2 days * 500 EUR * 3 speakers)	EUR 3,000
610003 International speakers travel (600 EUR/ person * 3 speakers)	EUR 1,800
610004 International speakers DSA (114 EUR/person * 3 speakers * 2 days)	EUR 684
610005 Terminal allowance for international speakers (120 EUR/person * 3 speakers)	EUR 360
653201 Conference logo printed bags (5EUR*100 persons)	EUR 500
643003 Conference logo printed bags, notebooks and pens (10 EUR*100 persons)	EUR 1,000
643003 Printed informative leaflets for the conference (2 EUR * 150 copies)	EUR 300
Total amount for Activity 2	EUR 180,708

Result 3 Private sector is engaged in the fight against corruption

SMART indicators:

- At least 30% of private companies adopt the Code of Conduct;
- 5% decrease of business related complaints on bribery and corruption to the competent authorities.

Means of verification

- Final Project Report;
- Annual reports of the Prosecutor Office, of the People's Advocate and of the Albanian State Police.

Activity 3.1: Conducting a survey on anti-bribery policy and measures amongst businesses

A survey on businesses of different areas, sizes and ownerships will be conducted to understand the use of anti-bribery policies/measures of business community within the community as well as their experience on bribery, the typologies of bribes as well as the mentality of the business community towards the phenomenon. The study will survey 1000 companies, 10 Business associations as well as the Albanian Chamber of Commerce that includes Business Agencies. Also some companies owned by women will be surveyed in order to give to the study a gender perspective. For conducting this study it will be contracted an implementing partner (IP) with experience in conducting surveys in Albania for 30 working days within 3 months. A final report will be submitted with the findings of the survey, which will be presented in a National conference organized by the Presence in collaboration with the Ministry of Economic Development, Trade and Entrepreneurship, NEC and NCAC (see the activity 3.3.) The report will be published in 100 copies (70 in Albanian and 30 in English) as well as in the web-site of the NCAC and of the Ministry of Economy. An international expert will be hired for

30 working days extending in two months, to work with the selected IP. The international expert will bring a higher level of expertise which is missing in the country. In addition, because of the sensitivity of the area, the international expert is expected to guarantee impartiality.

Activity 3.2: Drafting an anti-bribery code of conduct and related guidelines for the business community

Based on the results of the survey on bribery experiences, the Presence, in co-ordination with the NCAC, will assist the Ministry of Economic Development, Trade and Entrepreneurship and its institutions to draft a code of conduct on anti-bribery and the adoption and implementation of the related guidelines. The aim of the code of conduct will be to assist businesses in defining ethical principles, values, accountability, standards of conduct and practice, as well as disciplinary actions. The activity will help promoting transparent and fair relations between businesses and the government and within the business community itself.

Sub-activity 3.2.1: Drafting of anti-bribery code of conduct and its guidelines for business community

The anti-bribery code of conduct and guidelines will be drafted according to the international best practices. In co-ordination with NCAC, one international expert will be contracted for 15 working days. The expert, who will work closely with the Ministry of Economic Development, Trade and Entrepreneurship, will have acknowledged expertise in designing policies on the prevention of anti-bribery actions and behaviour and will be in charge of drafting the anti-bribery code of conduct and the related guidelines for the business community. A local consultant will be hired for 25 working days to assist the international expert, especially for assessing and reviewing the national legislation and practices. The national consultant will be contracted for 5 additional days in order to follow the series of meetings and consultations with the stakeholders on the proposed code and guidelines. The international expert will bring a higher level of expertise which is missing in the country. Considering the sensitivity of the topic, the international expert is expected to guarantee impartiality.

Sub-activity 3.2.2: Regional meeting with representatives of the business community of the code of conduct and its guidelines on anti-bribery measures

The drafted Code of Conduct and guidelines will be presented and discussed with representatives of business associations and the Chamber of Commerce. Consultative meetings aiming at the inclusion of the businesses community will be organised by the Presence and the Ministry of Economic Development, Trade and Entrepreneurship, in co-ordination with NEC and NCAC. Once agreed by the different representatives of the business community, the anti-bribery code of conduct and guidelines will be made available for private companies.

An IP will be contracted for 30 days. The IP will deal with the processes of consultation and lobbying to the business community. This activity foresees the organization of around 12 regional meetings with different business actors (20 participants each).

Activity 3.3: High level event on good governance measures to improve the business and investment climate

The Presence, in co-ordination with NEC and NCAC, will organize a two-day high level event on further improving the business and investment climate in the country through the implementation of good governance principles and measures. Specific topics will be brought to the attention of the participants, thanks to the knowledge, interests and experience earned from the implementation of activity 3.2. Two international experts and several international partners such as UN, OECD, WB, IMF, CoE, Transparency International, etc. will be invited to present good examples of the instruments and practices to be developed. Furthermore, the code of conduct on anti-bribery and its guidelines will be presented by the international expert (the third one) that drafted the documents. He will be also invited to share and provide some recommendations on the proper implementation and monitoring of the code of conduct. The conference will be organized and led in collaboration with the Ministry of Economic Development, Trade and Entrepreneurship, the National Co-ordinator on Anti-Corruption and the Faculty of Economy of the University of Tirana. Around 100 participants will be invited to the event, in which three key speakers will give presentations.

Activity 3.4: Training of Ministry of Economy officials and business associations on monitoring anti-bribery measures in business activities

After the publication of the guidelines and the code of conduct for businesses, a specific training will be provided to the Ministry of Economic Development, Trade and Entrepreneurship officials, who are responsible for following the policies and the promotion of business activities. The training will focus mainly on how to monitor the anti-bribery measures in business activities and will also include NEC, NCAC and representatives of business associations. The five days of training will bring together around 15 officials of the ministry and 30 representatives of the business community. The training will be conducted in collaboration with the Albanian School of Public Administration and the Italian National School of Administration. For drafting the content of the training and delivering it, it is planned to hire one international and one local expert for 8 days.

Activity 3.5: Training of local civil society to monitor governance issues and investments climate

In order to increase competencies and capacities of civil society as a watchdog of the government activities related to the investments climate in the country, there will be delivered several trainings on how to monitor governance issues and investments climate to civil society organizations in six regions. The drafting of the curricula will be made in collaboration with ASPA. The trainings will be organized in co-operation with an experienced international NGO working in the field of anti-corruption. The aim is to increase the awareness of the civil society on the mechanisms that they can use in monitoring government activities related to improvement of business climate and providing their recommendations. The training will be delivered within two days. Two international and two local experts will be contracted to implement this activity within 15 days. 50 representatives from civil society organizations are expected to attend the two days training.

Activity 3.6: Preparing a report on the investments climate in the country and provide recommendations

Taking into consideration the previous survey, an assessment report on the investments climate in the country with the focus on governance aspects will be conducted in co-operation with the Ministry of Economic Development, Trade and Entrepreneurship, NEC and the NCAC. The aim of this activity will be to assess the present situation regarding foreign direct investment, and the investment climate. The analysis will include on the ground surveys with investors, and will contain in detail explanations on issues with local agencies. The report will be then used to provide policy suggestions to the Ministry of Economic Development, Trade and Entrepreneurship, which will address the concerns of the investment community, with special focus on specific aspects of corruption such as procedural and time costs, which are associated with creating the opportunity for corruption. These recommendations will be used to positively impact good governance and the business climate in Albania and as a starting point for the foreign investment reform and to provide a basis for future possible activities to be developed such as training etc. One international and one national expert will be contracted to carry out the assessment. The international expert will be contracted for 40 days whereas the national expert for a period of 45 days (5 days more to conduct a preparatory work such as desk review) within 4 months. Considering the complexity of the issue, the international expert is needed to bring a higher level of expertise which is missing in the country. In addition, due to the sensitivity of the topic the international expert is expected to guarantee impartiality. The report on investments will be printed both in Albanian (100 copies) and English (100 copies) and will be distributed to public institutions, NGOs, the business community and the international community. The report will also be published electronically on the websites of the OSCE, the Ministry of Economic Development, Trade and Entrepreneurship and of the NCAC.

Activity 3.7: Closing ceremony of the project

A national event will be organised by the Presence to present the report on the investments climate and, more in general, the project results and potential impacts regarding the improvement of the governance and implementation of anti-corruption measures in the private sector. Stakeholders from civil society, universities, business community, NGOs and international organizations will be invited to attend and contribute to the event. Around 100 participants are expected to attend to the event.

Essential inputs to accomplish Activity 3	EUR
610001 International expert to work with IP (500 EUR * 30 days)	EUR 15,000
610003 Travel for international expert (700 EUR * 1 trip)	EUR 700
610004 DSA for international expert (114 EUR * 15 days)	EUR 1,710

610005 Terminal allowance for international expert (120EUR/person * 1 person)	EUR 120
622001 IP contract for drafting the methodology and questionnaire and elaboration of data (3 experts * 30 days * 200 EUR/day)	EUR 18,000
622005 Staff for entering and elaborating the data in the software (2 persons * 10 days * 100 EUR)	EUR 2,000
622001 Distribution of questionnaires (5 EUR/ questionnaire * 1000)	EUR 5,000
622003 Travel costs (0.2 EUR/km * 6000 km)	EUR 1,200
622003 DSA for in country travel of the experts and interviewers (60 EUR/day * 15 days * 15 persons)	EUR 13,500
653004 Printing of the survey results (2 EUR * 130 copies)	EUR 260
610001 SSA fee for the translation of the survey results (500 EUR lump sum)	EUR 500
610001 Contract an international expert to assist in drafting of the anti-bribery guidelines (500 EUR/day * 15 days)	EUR 7,500
610001 Contract national expert to assist in drafting of the anti-bribery guidelines (200 EUR * 25 days*)	EUR 5,000
610003 Travel cost for international expert (700 EUR * 1 trip)	EUR 700
610004 DSA for international expert (114 EUR/day * 6 days)	EUR 684
610005 Terminal allowance for international expert (30 EUR * 4 terminals * 1)	EUR 120
622001 IP Contract for lobbying with business community (200 EUR * 30 days * 2 experts)	EUR 6,000
622003 DSA for national consultant to travel within the country (60 EUR * 24 days)	EUR 480
622003 Travel for national Consultant (0.2 EUR/km * 3000 km)	EUR 300
620006 Room rent for the meetings with businesses (120 EUR * 12 meetings)	EUR 1,200
620007 Coffee for the meetings (3 EUR * 12 meetings * 20 persons)	EUR 600
643003 Printing of guidelines and code of conduct (2 EUR/piece * 300)	EUR 600
620007 Room rent for the conference (500 EUR * 2 days)	EUR 1,000
620006 Rent of screen (600 EUR * 2 days)	EUR 1,200
620007 Coffee break (5 EUR/persons * 4 coffees * 100 persons)	EUR 2,000
620007 Lunches (15 EUR/person * 2 days* 100 persons)	EUR 3,000
620006 Microphone equipment (400 EUR * 2 days)	EUR 800
643004 Translators fee (200 EUR * 2 translators * 2 days)	EUR 800
620007 Folders, pens and notebooks with conference logo (10 EUR * 100 persons)	EUR 1,000
620006 Small meeting rooms (2 meeting rooms * 100 EUR * 2 days)	EUR 400
610001 Contract International speakers (500 EUR * 2 days* 3 speakers)	EUR 3,000
610003 International Speakers Travel cost (500 EUR * .3 speakers)	EUR 1,500
610004 International Speakers DSA (114 EUR/day * 3 days * 3 speakers)	EUR 1,026
610005 International Speakers Terminal Allowance (30 EUR/ one way * 4 terminal * 3 speakers)	EUR 960
620007 Official dinner for the conference guests (20 EUR/persons * 50 persons)	EUR 1,000
620006 Room rent for the training (150 EUR * 5 days)	EUR 750

620007 Coffee break (2.5 EUR/persons * 2 coffees * 5 days * 45 persons)	EUR 1,125
620007 Lunches (12 EUR/person * 5 days* 45 persons)	EUR 2,700
643004 Translators fee (250 EUR * 5 days)	EUR 1,250
610001 Fee for one international trainer (500 EUR/day * 8 days * 1 trainers)	EUR 4,000
610003 International Trainer Travel Cost (500 EUR * 1 trainer)	EUR 500
610004 International Trainers DSA (114 EUR/day * 6 days * 1 trainer)	EUR 684
610005 International Trainers Terminal Allowance (30 EUR/ one way * 4 terminal * 1 trainer)	EUR 120
610001 Fee for national trainer (200 EUR/day * 8 days)	EUR 1,600
620007 Training materials (3 EUR/ person * 45 persons)	EUR 135
610001 SSA fee for International Expert to draft the training curricula and deliver the trainings (2 experts * 500 EUR/day * 15 days)	EUR 15,000
610001 SSA fee for the national experts to assist in drafting of curricula and deliver of training (2 experts * 200 EUR/day * 15 days)	EUR 6,000
610003 Travel for international experts (500 EUR * 2 persons)	EUR 1,000
610004 DSA for international Experts (114 EUR/day *14 days * 2 persons)	EUR 3,192
610005 Terminal Allowance for international experts (30EUR/trip * 4 terminals * 2 persons)	EUR 240
610004 DSA for national experts for the travel in country (60 EUR * 5 locations * 2 * 2 days)	EUR 2,400
620003 Travel cost for national experts (0.2 EUR/km * 2000 km * 2 persons)	EUR 800
620006 Room rent for the training (120 * 6 locations * 2 days)	EUR 1,440
620007 Catering for the training (12 EUR* 2 days * 6 locations * 50 persons)	EUR 8,400
620007 Training materials (2 EUR/person * 6 trainings * 50 persons)	EUR 240
610001 SSA fee for International Expert to draft the report (500 EUR/day * 40 days)	EUR 20,000
610001 SSA fee for the national expert to draft the (200 EUR/day * 45 days)	EUR 9,000
610003 Travel for international expert (500 EUR * 1 person* 2 trips)	EUR 1,000
610004 DSA for international Expert (114 EUR/day * 10 days * 1 persons)	EUR 1,140
610005 Terminal Allowance for international expert (30 EUR/trip * 4 terminals * 1 person* 2 trips)	EUR 240
653004 Designing and printing of the report and publishing online (3 EUR * 200 copies)	EUR 600
610001 SSA fee for Translation of the report	EUR 1,000
620007 Room rent for the conference (500 EUR * 1 day)	EUR 500
620006 Rent of screen (600 EUR * 1 day)	EUR 600
620007 Coffee break (5 EUR/persons * 1 coffee break * 100 persons)	EUR 500
620007 Lunches (15 EUR/person * 1 day* 100 persons)	EUR 1,500
610001 Microphone equipment (400 EUR * 1 day)	EUR 400
643004 Translators fee (200 EUR * 2 translators * 1 day)	EUR 400
643003 Printing of leaflets with the project results (1 EUR * 200 copies)	EUR 200
Total amount for Activity 3	EUR 187,516

5. Risk Management

#	Risk	Impact	Probability	Response/Control Measures
1	Lack of commitment of the partner institutions in implementing the agreed activities.	High	Not Likely	Official communication to agree on the activities proposed according to their needs has been established. Regular meetings will be held. MoU between all parties involved where detailed descriptions of responsibilities will be defined.
2	Lack of suitable consultants and project staff to be hired.	High	Not Likely	Use the OSCE roster of experts and will broadly advertise the vacancies in the local newspapers. Timely preparation of Terms of Reference. *
3	Local elections taking place in summer 2015 may interfere in the foreseen activities.	Low	Likely	The trainings at local level will be organized after the constitution of the new municipalities.
4	Unwillingness of the business sector to participate or to establish a code of conduct	Medium	Not Likely	The Business sector has been involved in other previous initiatives. All contacts established will be used to ensure further participation and engagement.
5	The deep political division at national level between majority and opposition could be reflected in some of the activities and affect their results	High	Likely	Discuss the topics at technical level and involve in the process stakeholders from any political affiliation
6	Lack of political will from some institutions in tackling problems such as corruption and bribery	Medium	Likely	Lobby and advocacy with high institutional managements highlighting the widespread benefits to change the current behaviours and ensure the commitment of their staff in the project activities
7	Possible delays in HR/Procurement related procedures	Medium	Not Likely	The project staff will regularly liaise with the Presence FAU in order to avoid possible delays

6. Horizontal Issues

All the activities in the project have been developed in close cooperation with local stakeholders and the international community. The Presence has an effective and consolidated relation with the Albanian authorities on anti-corruption issues. In particular, the Presence has already been assisting the government in the anti-corruption sector by supporting the drafting of the anti-corruption strategy 2014 – 2017, and the related action plan, which is expected to be officially endorsed in the last quarter of 2014. This project also foresees the monitoring of its implementation. Moreover the awareness campaign envisaged in this proposal will be complementary to the anti-corruption campaign announced by the Albanian Prime Minister for 2014-2015.

Corruption is deeply rooted in the Albanian society and to a certain extent it is accepted. Through the awareness raising activities, especially targeting the young population, the project will contribute to change the general attitude towards corruption and will inform the residents about the anti-corruption mechanisms in place and the way to address them.

The project aims at increasing public officials' knowledge on anti-corruption in different sectors, environment being one of those. This will have a positive impact on the "environmental governance", by making them aware of their responsibilities in that area, and consequently to better tackle possible corruption cases.

Corruption negatively impacts the daily life of all citizens, distorts the use of public funds and their quality, thus affecting the most vulnerable groups of the society including women, who may be deprived of equal benefit from public services, and youth, whose professional and educational opportunities are affected by the misuse of public funds. Improving the capacities of public administration to deal with corruption and raising awareness on the mechanisms that are in place to fight this phenomenon will improve the accountability and transparency in services provided to citizens, thus improving their living standards.

As already mentioned above, the project will be gender mainstreamed by taking into consideration the gender perspective in every single activity and by ensuring an equal participation of men and women, girls and boys during the different trainings, meetings and events. Moreover in relation to anti-bribery and anti-corruption issues, the project will give a special attention to the so called "sexual bribery" which normally affects more women than men.

7. Implementation Modalities

7.1 Timeline

Title	Months											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Activity 1.1.	X	X										
Activity 1.2			X									
Activity 1.3				X								
Sub-Activity 1.3.1										X		
Activity 1.4					X							
Activity 2.1	X	X	X									
Activity 2.2			X	X								
Activity 2.3					X	X	X	X	X	X		
Activity 2.4					X	X	X					
Activity 2.5		X	X	X	X	X	X	X	X	X	X	X
Activity 2.6											X	X
Activity 3.1		X	X	X	X	X						
Activity 3.2				X	X	X						
Activity 3.3										X		
Activity 3.4									X			
Activity 3.5				X	X	X	X	X	X	X		
Activity 3.6						X	X	X	X			
Activity 3.7												X

7.2 Monitoring and Evaluation

The monitoring and internal evaluation of activities will be followed by the international staff of the Good Governance Department. In order to ensure the best possible implementation, monitoring and

evaluation of the project activities, a Steering Committee (hereinafter SC) will be established. The SC will be composed by representatives of partnered Albanian Institutions such as Minister of State for Local Issues, Ministry of Economic Development, Trade and Entrepreneurship, Ministry for Innovation and Public Administration, Ministry of Education, as well as representatives of the funding Governments and the OSCE. The SC will meet quarterly and the minutes will be collected and shared among its members by the Project staff. In addition, regular meetings will be held with partnered institutions and civil society groups to assure the correct implementation and scheduling of the foreseen activities.

An external mid-term evaluation of the project will be conducted after the sixth month of the project implementation. For this purpose an external evaluator will be hired for 20 days to evaluate the project development and the suitability of strategies.

An external audit of the project will be carried after the conclusion of the activities within 6 months from the conclusion of the project.

The Interim narrative report of the project will be provided to the donors and SC on the seventh month from the starting date of the Project. A final report will be produced by The Presence and will be shared with the Donors and Partners.

The Presence will follow up the project achievements in the long-term through frequent visits to the partnered municipalities and meetings with the civil society groups involved in the project activities.

7.3 Partnership Framework

The Project will establish a Memorandum of Understanding with the Minister of State for Local Issues, Minister of Innovation and Public Administration, Minister of Economic Development, Trade and Entrepreneurship, Minister of Education and Minister of Environment.

Additionally, some activities will be outsourced through the use of implementing partners to carry out the following activities: 2.3; 2.5 and 3.2.2. Implementing partner agreements will be established, in accordance to the OSCE Financial/Administrative Instruction (FAI) 15. Official communication with the project partners, donors and other stakeholders will be ensured during the implementation of the project.

7.4 Personnel Arrangements

The project will require the hiring of staff for the implementation of the project as following: a National Project Officer and an Administrative Assistant. The definitive grades of these positions will be determined once the job descriptions are submitted to the OSCE Secretariat for assessment.

- The National Project Manager will be responsible for the implementation, monitoring of the project, right utilization and control of the grants, and will prepare narrative project reports. The financial reports will be prepared by project staff and approved by the Chief of FAU in co-operation with the Presence's Project Co-ordination Unit before they are sent to the donor. She/he will also be the primary focal point for the activities and will develop the key procedural documents, namely the project's PR Strategy in close cooperation with the Political and Public Affairs Unit (OSCE – Presence in Albania).
- The Project Assistant will support the National Project Manager by preparing financial reports, developing detailed budgets, facilitating the procurement and Special Service Agreement contracting and perform other similar secretarial duties. The Project Assistant's role will be to ensure that the respective procedures are done in respect of the project timeline. In addition, the project Assistant will support the National Project Officer in the implementation of the all the activities.

Consultants will be hired for short-term assignments, where specific expertise is required. This includes, for example experts for the development of training curricula, for the design of data

collection systems, and similar assignments. In accordance with the OSCE Regulation on Special Service Agreement, the following consultants will be hired:

Result 1: Total: eight international consultants and seventeen national consultants

- Activity 1.1 : four international consultants and two national consultants to design the general and specific training curricula on anti-corruption and good governance
- Activity 1.2 : four international consultants to deliver the ToT
- Activity 1.3 : fifteen local consultants (who have participated in the ToT) to deliver trainings on anti-corruption and good governance

Result 2: Total: five international consultants and twelve national consultants

- Activity 2.1 : one international consultant and one national consultants to design the communication campaign
- Activity 2.2 : -
 - o Sub-activity 2.2.1 : five local consultants to organise lectures on raising awareness with the youth
- Activity 2.3 : an IP (three local consultants) to held meetings on corruption complaints and reporting procedures to civil society
- Activity 2.4 : one international consultant and one national consultant to draft the measures on anti-bribery measures in education sector
 - Activity 2.5 : an IP (two local experts) to analyse and summarize the findings and recommendations in a report
- Activity 2.6 : three international consultants

Result 3: Total: fifteen international consultants and nine national consultants

- Activity 3.1 : one international consultant to conduct a survey on the bribery experience and an IP (three national consultants) to enter the data gathered
- Activity 3.2 : -
 - o Sub-activity 3.2.1 : one international consultant to draft anti-bribery guidelines for the business community and one local consultant to assess and review the national legislation and practices
 - o Sub-activity 3.2.2 : an IP (two national consultants) to deal with the process of consultation and lobbying to the business community to endorse the anti-bribery guidelines
 - o Sub-activity 3.2.3 : one international consultant to share and provide some recommendations on the proper implementation and monitoring of the Code of conduct/guidelines
- Activity 3.3 : eight international consultants to present instruments and practices on good governance to be developed
- Activity 3.4 : two international consultants to deliver trainings on monitoring CSR and anti-bribery measures
- Activity 3.5 : one international consultant to draft a curricula of training to the local CSO and two local consultants to assist in the drafting of the curricula
- Activity 3.6 : one international consultant and one national consultant to draft an assessment report on the investments climate

Recruitment will be done in accordance with standard OSCE procedures.

7.5 Procurement Modalities

The project will use existing computers and equipment of the Presence, so no equipment will be purchased. All procurement and contracting required for this project will be carried out by the OSCE directly and in accordance with the Common Regulatory Management System.

7.6 Sustainability and Exit Strategy

The project will not establish new institutions that may require further resources to be sustained. Through the trainings and trainings for trainers, the project will contribute to increase the capacities of the public administration in taking anti-corruption measures and, therefore, will ensure sustainability over the years.

Moreover the comprehensive survey which will be carried out among the business community will provide important data on the phenomenon of bribery in Albania. Those data will be used by the

Ministry of Economic Development, Trade and Entrepreneurship to promote anti-bribery policies and improve the business climate in the country. In particular, the Project will assist the Ministry of Economic Development, Trade and Entrepreneurship in drafting anti-bribery guidelines for the Albanian private sector. The guidelines will be an essential instrument for private business to recognize and avoid bribery situations. The awareness campaign on anti-corruption measures and denouncing of corruption practices will encourage the zero tolerance against bribery among citizens, which will help the long term sustainability of the project.

7.7 Visibility

The visibility-related part of the project will be co-ordinated with the Political and Public Affairs Unit of the Presence, and the OSCE Visual Identity Manual will be observed. The logo of the Presence, and those of the project's donors and partners will be displayed in all the documents and publications produced by the project. The logos will be visible during the events on banners/documents. The media will be invited to the main public events organized within the project, and a press release/news item on the Presence's website will follow. The Presence will closely co-operate with the government on the National Awareness Campaign on Anti-corruption, to guarantee, inter alia, that the Presence's contribution/logo are properly displayed. A feature story on the lectures in high schools and public universities as well as the best essays on anti-corruption will be published on the Presence's website. The students participating in the awareness raising campaign will be encouraged to share their experience on their social network channels.

8. Budget

Project Financial Resource Requirements EUR 638,537

01 TASK: Mechanisms Building Capacities	
Operational Costs	
610001 - SSA	EUR 72,000
610003 - SSA Tickets	EUR 6,000
610004 - SSA DSA	EUR 9,468
610005 - SSA Terminal Allowance	EUR 1,440
620004 - DSA non OSCE officials	EUR 26,400
620003 - Travel for Non-OSCE Officials	EUR 10,200
620005 - Terminal allowance Non- OSCE officials	EUR 2,400
620006 - Conferences/Seminars/Workshops - Facilities	EUR 2,400
620007 - Conferences/Seminars/Workshops - Other	EUR 13,620
643003 - Printing Services/Copying Services	EUR 500
Total for Operational Costs	EUR 144,428
TOTAL	EUR 144,428

02 TASK: Public Awareness	
Operational Costs	
610001 - SSA	EUR 40,800
610002 - Other Contractual Services	EUR 14,000
610003 - SSA Tickets	EUR 2,800
610004 - SSA DSA	EUR 4,308
610005 - SSA Terminal Allowance	EUR 600

620003 - Travel for Non-OSCE Officials	EUR 3,500
620004 - Conferences/Seminars/Workshops - DSA for Non-OSCE Officials	EUR 9,000
620005 - Conferences/Seminars/Workshops - Terminal Allowance for Non-OSCE Officials	EUR 360
620006 - Conferences/Seminars/Workshops - Facilities	EUR 4,920
620007 - Conferences/Seminars/Workshops - Other	EUR 18,640
622001 - Implementing Partner Capacity Building - Staff costs	EUR 20,000
622003 - Implementing Partner Capacity Building - Travel	EUR 3,000
643003 - Printing Services/Copying Services	EUR 47,890
653004 - Publications/Printed Material	EUR 10,390
653201 - Other Supplies	EUR 500
Total for Operational Costs	EUR 180,708
TOTAL	EUR 180,708

03 TASK: Private Sector Engagement	
Operational Costs	
610001 - SSA	EUR 87,600
610003 - SSA Tickets	EUR 5,400
610004 - SSA DSA	EUR 10,836
610005 - SSA Terminal Allowance	EUR 1,800
620003 - Travel for Non-OSCE Officials	EUR 800
620005 - Conferences/Seminars/Workshops - Terminal Allowance for Non-OSCE Officials	
620006 - Conferences/Seminars/Workshops - Facilities	EUR 6,390
620007 - Conferences/Seminars/Workshops - Other	EUR 23,700
620007 - Conferences/Seminars/Workshops - Rent Equipment	EUR 400
622001 - Implementing Partner Capacity Building - Staff costs	EUR 29,000
622003 - Implementing Partner Capacity Building - Travel	EUR 15,480
622005 - Implementing Partner Capacity Building - Other	EUR 2,000
643003 - Printing Services/Copying Services	EUR 800
643004 - Interpretation/Translation Services	EUR 2,450
653004 - Publications/Printed Material	EUR 860
Total for Operational Costs	EUR 187,516
TOTAL	EUR 187,516

04 TASK: Project Management & Other	
Staff costs	
521001 - Salary for National Professional Staff, Standard staff costs : 12 months X 2142 Euro	EUR 25,700
523001 - Salary for General Services Staff, Standard staff costs: 12 months X 1150 Euro	EUR 13,800
Total for Staff Costs	EUR 39,500
Operational Costs	

610001 - SSA	EUR 11,400
610003 - SSA Tickets	EUR 700
610004 - SSA DSA	EUR 1,710
610005 - SSA Terminal Allowance	EUR 120
620006 - Conferences/Seminars/Workshops - Facilities	EUR 500
620007 - Conferences/Seminars/Workshops - Other	EUR 2,800
Total for Operational Costs	EUR 17,230
Office Costs	
830003 - Office Costs - Maintenance of Building/Household/Office Equipment	EUR 10,000
Total for Office Costs	EUR 10,000
TOTAL	EUR 66,730

GRAND TOTAL AMOUNT	EUR 579,382
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Contingency fund (7% of the grand total amount)	EUR 40,557
610002 – Other Contractual Services - Auditing (3% of the grand total amount plus contingency fund)	EUR 18,598

TOTAL BUDGET OF THE PROJECT	EUR 638,537
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Annex - Procurement Plan Form

Description of Goods/ Services	Quantity	Estimated Cost EUR	Estimated date required (month or quarter)	Submission of PR, specifications/TOR to PCU by	A	B	C	D	E	F	G	H	TOTAL LEAD TIME	
Minimum Lead Times indicated in working days (5 days = 1 week)				Date required minus lead time = date for submission										
Activity 2.1 Interactive advertising campaign and media spot		9,000	Jan 2015		5 days	20 days	N/A	N/A	2 days	N/A	N/A	1 day	25 days	53 days
Media Broadcasting		30,000	Feb 2015		5 days	12 days	N/A	N/A	2 days	N/A	N/A	1 day	N/A, TBD	28 days
Reporting Corruption Website		5,000	Feb 2015		5 days	12 days	N/A	N/A	2 days	N/A	N/A	1 day	12 days	32 days

Printing of posters and accessories	10,000	Feb 2015		5 days	12 days	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 day	12 days	32 days
Activity 2.3 IP Contract for CSO meetings	14,400	May 2015		10 days before the meeting	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 day	N/A TBD	11 days
Printing of leaflets	2,500	May 2015		5 days	3 days	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 day	10 days	20 days
Activity 2.4 Electronic monitors in public schools	10,000	May 2015		5 days	10 days	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 day	10 days	28 days
Printing informative leaflets	4,000	May 2015		5 days	12 days	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 day	12 days	32 days
Activity 2.5 IP for the consultation of the Action Plan	9,600	Feb. 2015		10 days before the meeting	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 day	N/A TBD	11 days
Activity 3.1 Conducting the survey	39,700	Feb. 2015		15 days	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5 days	N/A TBD	20 days

Activity 3.2 Lobby and advocate with the MoE on anti-bribery code		6,780	April 2015		10 days before the meeting	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 day	N/A TBD	11 days
Activity 3.5 Training to local CSOs		9,200	Sept 2015		15 days before the meeting	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 day	N/A TBD	16 days

