

Basic information

- 1.1 CRIS Number:** 2010/022-264
- 1.2 Title:** Support to efficient prevention and fight against corruption
- 1.3 ELARG Statistical code:** 01.36
- 1.4 Location:** Skopje, with nationwide project activities

Implementing arrangements:

1.5 Implementing Agency:

The Central Financing and Contracting Department (CFCD) will be the contracting authority and will be responsible for all administrative and procedural aspects of the tendering process, contracting matters and financial management including payment of project activities. The Head of CFCD will act as the Programme Authorising Officer (PAO) of the project.

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1.6 Beneficiary (including details of SPO):

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Financing:

1.7 Overall cost (VAT excluded)¹: EUR 1 420 000

1.8 EU contribution: EUR 1 349 000

1.9 Final date for contracting:

Two years from the date of the conclusion of the Financing Agreement.

1.10 Final date for execution of contracts:

Two years from the final date for contracting.

1.11 Final date for disbursements:

One year from the final date for execution of contracts.

2. Overall Objective and Project Purpose

2.1 Overall Objective:

To attain efficient enforcement of the anticorruption policy and to further promote good governance and rule of law in the country.

2.2 Project purpose:

To improve the implementation of the national legal framework for fight against corruption, to strengthen the national mechanisms for prevention and fight against corruption, to further promote the cooperation between the State Commission for Prevention of Corruption (SCPC), the judiciary, law enforcement agencies and other relevant institutions in the prevention, detection, prosecution, and sanctioning of the criminal acts of corruption.

2.3 Link with AP/NPAA/EP/SAA

The project is in line with the **Accession Partnership**, which outlines a series of priorities to be addressed in the area of corruption. The Partnership stresses the importance of establishing a sustained track record on implementation of anti-corruption legislation; ensuring an adequate follow-up to the recommendations made by SCPC and State Audit Office (SAO); implementing fully the recommendations made by the Group of States against Corruption (GRECO); strengthening the administrative capacity needed to implement the rules adopted on the financing of political parties and electoral campaigns; further strengthening the cooperation among institutions in fight against corruption; enforcing regulations related to the prevention of conflict of interests, in line with international standards.

The **National Program for Adoption of Acquis** with regard to anticorruption policy intends to further pursue efficiency and effectiveness in the fight against corruption; cooperation between bodies with special authorisations will be realised in continuity and concrete results from the cooperation in the cases of corruption and information on the status of the cases of corruption will be regularly reported; improved results will be demonstrated in the inspection of the property status through the connection of databases of the SCPC, and the **Public Revenue Office (PRO)**, extended to **Cadastre, Ministry of Interior (MoI), Central Register (CR), Central Depository for Securities (CDS), Office for Registration**

¹ The total cost of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated.

Certificates (ORC); results will be demonstrated in the implementation of the provisions referred to in the Electoral Code related to funding election campaigns as well as funding political parties; further implementation of the legal framework for confiscation and seizure of assets from crime will be pursued; training for judges and public prosecutors and authorities for implementation of the law for practical application of the provisions for confiscation and seizure of criminal proceeds will be conducted; pursuing increase in the transparency of financing the political parties and financing of election campaigns.

The programme will contribute towards the implementation of the **Stabilisation and Association Agreement** commitment, notably of its Article 78 which states the parties' agreement to cooperate in fighting and preventing criminal and illegal activities organised or otherwise, including corruption and Article 105 on the overall objectives of the assistance, in the form of institution-building and investment for contribution to the democratic, economic and institutional reforms of the country, in line with the Stabilisation and Association process.

2.4 Link with MIPD

The **Multi-Annual Indicative Planning Document** (2009 – 2011) indicates that continuous efforts towards full efficiency and more comprehensive approach to fighting corruption are required. Also, further steps need to be taken to ensure consistency and continuity of approach, to consolidate progress already made and to maintain momentum. Significant further efforts are necessary in order to step up the fight against organised crime and corruption.

2.5 Link with National Development Plan

N/A

2.6 Link with national/ sectoral investment plans

- State Programme for Prevention and Repression of Corruption of the State Commission for Prevention of Corruption 2007-2011 with Action Plan;
- State Program for Prevention and Reduction of Conflict of Interests with Action Plan 2008;
- Strategy of the Reform of the Criminal Legislation, 2007 and Action Plan;
- Strategy of the Reform of the Judicial System with Action Plan, 2004;
- Annual Working Programme of the Government;
- Working Programme of the Ministry of Justice, 2009;
- Strategic Plan of the Ministry of Justice 2009-2011;
- Action Plan of the Government for Fight against Corruption 2007-2011.

3. Description of project

3.1 Background and justification:

The legal framework for prevention and suppression of corruption is largely in place, with recent amendments enacted in 2008 and 2009. The focus should now be on building a track-record of implementation. The law on prevention of corruption in force since 2002 and subsequently amended sets up the main principles and mechanisms for prevention of corruption, including the setting up of a watchdog body in charge of monitoring the preventive anti-corruption policy measures (i.e. the State Commission for Prevention of Corruption – SCPC). The law on prevention of corruption is complemented by the law on conflict of interest setting up mechanisms for detection and removal of situations of conflict

of interest. The laws are accompanied by strategic programmes and action plans for implementation thereof. The transparency and principles of financing of political parties are regulated by a separate law, complemented by the Electoral Code as far as financing of electoral campaigns is concerned. As regards the criminalisation of corruption offences, the Criminal Code and connected laws set out an exhaustive list of incriminated corruption offences. Recent amendments to the Criminal Code introduced innovative institutions recommended by the UN Convention against Corruption (e.g. illicit enrichment) with potential to increase the efficiency of combating corruption.

The main provisions of the key laws for prevention and fight against corruption are as follows:

- ✓ The **Law on Prevention of Corruption** adopted in 2002 (amended in 2004, 2006 and 2008) sets up the necessary legal preconditions and mechanisms for prevention. It comprises provisions on prevention of political corruption, including on rules for reporting the property of the public officials and civil servants. The State Commission for Prevention of Corruption (SCPC) is the competent body for development, adoption and monitoring of the State Programme for Prevention and Repression of Corruption.
- ✓ The **Law on Conflict of Interests** 2007 (amended in 2009) covers the transparency and suppression of situations leading to conflict of interest of holders of public offices. The 2009 amendments introduced a new definition of the scope of the law, expressly including civil servants and persons in close affiliation; strengthened the SCPC powers for control and prevention of conflict of interests; introduced the officials' obligation to submit a declaration of interests. In case of determined conflict of interest, several sanctions may be applied (from public warning to disciplinary sanctions, including dismissal).
- ✓ The **Electoral Code** comprises rules on financing of election campaigns, transparency of election funds, including those for election advertising and registration of donations.
- ✓ The **Law on Financing of Political Parties**, recently amended in July 2009, comprises provisions on transparency of donations, tightened reporting obligations of the political parties and dissuasive sanctions.
- ✓ The **Criminal Code** defines and incriminates the corruption and corruption-related offences (e.g. active and passive bribery, trading influence, abuse of official position and public authority, negligent/non-diligent performance of duties; concealing the sources of disproportional acquired property; money laundering, etc). In addition, the Criminal Code punishes the acts of giving bribe during elections and the unauthorised receipt of gifts. New Criminal Code provisions were recently introduced on **extended confiscation, illicit enrichment and criminal liability of legal persons for trading influence**.
- ✓ The **Law on Prevention of Money Laundering and other Criminal Proceeds and Terrorist Financing** adopted in 2008 provides for a more efficient system of preventive measures and activities against money laundering.
- ✓ The **Law on Criminal Procedure** 1997 (amended 2008, 2009) prescribes special investigative measures (interception of communications is covered by a separate law), witness protection and protection of justice associates and victims, procedures for establishing the liability of legal persons, confiscation of property gained from criminal act, etc. 2008 amendments extended the scope of application of special investigation measures to corruption offences with no elements of organised crime. A **new law on criminal procedure is currently being drafted**. The criminal procedure will be aligned with the EU standards and will strengthen the position of the public prosecutor, redefine the priorities of the criminal police, simplify the court procedures, introduce outside courtroom mediation and sentence bargaining, etc.

- ✓ The **Law on Management of Seized Property, Property Gains and Objects Seized in Criminal and Misdemeanour Procedure** adopted in 2008 offers the guarantees for preventing misuse and imprudent conduct in handling seized property, as one of the possible sources of corruption. The law regulates the functioning of the Agency for Management of Confiscated and Seized Property.

Main institutions with competences related to the prevention and fight against corruption:

- ✓ **State Commission for Prevention of Corruption (SCPC)** - established in 2002 and composed of 7 members, appointed by the Parliament. The members of SCPC conduct their tasks part-time. Its Secretariat, as a professional department, is responsible for performing the professional, administrative and technical tasks of the SCPC. SCPC has the capacity of a legal entity with separate budget.

The main competences of SCPC are as follows: application of the measures stipulated in the Law on Prevention of Corruption and the Law on Conflict of Interests; registration, monitoring and checking of conflict of interest; supervision of lobbying activities; initiation of procedures for dismissal, removal, criminal prosecution of public officials and other measures for determining the responsibility of public officials; registration and monitoring of changes of assets declarations of the elected and appointed public officials; initiation of control of the financing of the political parties and associations of citizens. SCPC adopts and monitors the implementation of the **State Programme for Prevention and Repression of Corruption** with its Action Plan 2007-2011. A Government Action Plan for Fighting Corruption 2007-2011 was also adopted, complementary to the SCPC State Programme. SCPC also adopted the **State Programme for Prevention and Reduction of Conflict of Interests** and an Action Plan for implementation thereof (2008).

Statistical data and other relevant information on the implementation of the SCPC activities:

- 50 cases of **conflict of interests** were registered in the SCPC between October 2008 and August 2009, of which 34 were concluded and 16 are pending.
- SCPC has established a **database** on the submitted assets declarations and it publishes data from the **assets declarations** on its internet website. In the examination of the property, the SCPC cooperates with the Public Revenue Office (PRO). SCPC and PRO are interconnected by VPN connection. On the SCPC server a database containing data for the property status reported in the assets declarations was installed. With this system, the PRO has access to the asset declarations submitted to SCPC by the elected and appointed officials. As a second step, comparison of the data from the asset declarations with the other relevant data from PRO, according to the submitted annual tax declarations on actual revenues, was envisaged. For a more efficient data comparison, there is a need to set up databases (or upgrade of the existing ones) and extend the SCPC-PRO interconnection to the Cadastre, MoI, CR, CDS and ORC, compatible with the ongoing project of the Ministry of Information Society for interoperability of the state registers and databases.
- 610 **assets declarations submitted during elections/appointment** were submitted to SCPC in 2009. 57 misdemeanour procedures for non-submittal of assets declaration were initiated in this period. In addition, SCPC submitted to the PRO 28 procedures for investigation of the property situation.
- In 2009, SCPC submitted 10 initiatives for criminal prosecution to the Public Prosecutor's Office.

- ✓ **Public Revenue Office, Anti-corruption Department:** performs the actual examination of the assets declared by officials.
- ✓ The **Public Prosecutor's Office (PPO) for Fight against Organised Crime and Corruption**, set up as a basic autonomous PPO since 2008 (previously a Department within the General PPO) with jurisdiction over the entire territory of the country.
- ✓ **Basic Court Skopje 1** – criminal court with a specialised section for cases of organised crime and corruption with jurisdiction over the entire territory of the country.
- ✓ **Police of the Ministry of Interior – Specialised Department for Organised Crime and Corruption;**
- ✓ **Agency for managing confiscated property and property gains in criminal and misdemeanour procedures** –operational since January 2009. Its competences encompass the management of seized property, profit and seized items in agreement with the court and the authorised body; executing the procedure for seizure of property and profit, keeping and storing the seized property, evaluation and registering the overall seized property; preparing statistical, financial and other reports on the seized property, etc.
- ✓ **Financial Police** within the Ministry of Finance;
- ✓ **Public Procurement Office;**
- ✓ **Office for Prevention of Money Laundering and other Criminal Proceeds and Terrorist Financing;**
- ✓ **State Audit Office** - responsible for planning and conducting audits, examination of documents, papers and reports on performed internal controls and internal audits, etc. SAO is also the supervisory body for the financial and donations' reports of political parties and electoral campaigns.

The **EC Progress Report 2009** states that the approach to tackling corruption is improved and overall, good progress was made on implementing anti-corruption policy. However, corruption remains prevalent and continues to be a serious problem in many areas. Continued efforts are needed, in particular as regards implementation of the legal framework; a consistent track record on checking asset declarations has not yet been established. The anticorruption structures, notably the Basic Prosecutor's Offices and the anticorruption unit within the MoI, need to be reinforced. Joint training of prosecutors and judges, including judges of the Supreme Court, on investigative measures and administration of evidence for cases of corruption and organised crime needs to be intensified. The SCPC needs to catch up with its backlog of work, and to ensure its visibility and raise the level of public trust in its independence and impartiality. SAO reports and recommendations made by the SCPC are not consistently followed up. An exercise should be conducted to identify the extent and nature of corruption in the public sector to help define practical measures to combat corruption in specific sectors. Statistics relevant to anti-corruption policy need to be further developed.

In the light of the above, the project will support the setting up of advanced methodologies and know-how for developing a sustainable track record of implementation of the recently amended legal framework, notably as regards the SCPC general capacity, conflict of interest, asset declarations, illicit enrichment, confiscation of proceeds of crime, etc.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact

The project will seek to strengthen the independence and efficiency of the institutions in fight against corruption as well as their capacity to cooperate and operate more closely with the EU standards and best practices. It will establish a system of criteria with indicators for measuring

and assessing the effectiveness of corruption prevention and repression policies, enforcement of the transparency and publicity in the finance of the political parties and election campaigns and will improve the system for prevention and reduction of the conflict of interests. The reform processes in all sectors, from judiciary to economic, health, etc are considerably dependant of an effective prevention and suppression anti-corruption policy system.

As for the catalytic effects, the twinning project aims at enhancing the capacity of the State Commission for Prevention of Corruption (SCPC), the watchdog body in charge with the adoption and monitoring of preventive anti-corruption policies. SCPC received constant criticism in the last three EC Progress Reports on its insufficient capacity, visibility and pro-activeness. The twinning project will offer considerable support to enhance the technical capacity of the SCPC in handling various types of cases, notably conflict of interest and asset declarations. The support aims at building standard checking and monitoring procedures for performance of the main tasks of the SCPC and further specialisation of the technical staff which will allow for further actions of the SCPC for an efficient prevention of corruption all throughout public administration. The project also aims at developing a pattern for a scooping exercise to identify the nature and extent of corruption throughout various sectors, thus enabling later activities to be built based on the practices developed by the project.

The project will also help improve the interconnection of the SCPC and PRO databases with other institutions for an effective prima facie and in depth check of asset declarations and hence will help discourage the corruptive practices in public administration. The support given in the area of financing of political parties, training of professionals on new investigation techniques and managing of confiscated assets will allow further specialisation of the judiciary and law enforcement agencies and hence the building of a convincing track-record of implementation.

As regards the sustainability, the project is designed to develop an improved working methodology for the SCPC and the other institutions targeted by the activities. Thus, at the end of the project SCPC will have established a more effective methodology for: checking conflict of interest declarations and applying dissuasive sanctions for the breaches found; checking prima facie the asset declarations and offer a good basis for in depth examination of property carried out by PRO; implement a coherent and more aggressive PR strategy; increase its pro-activeness in key areas like financing of political parties and monitoring the course of corruption cases; follow a very pragmatic and detailed scrutiny of the implementation of the state programmes; develop a matrix for carrying out scooping exercises to measure the nature and extent of corruption at sectoral level, etc. All these will eventually lead to the setting up of sustainable practices which will enable all future compositions of SCPC to implement an effective credible anti-corruption policy. The project also targets the setting up of a checks and balance mechanism for all institutions targeted in order to ensure accountability.

As for the cross-border effects, the project focuses also on the cooperation between various watchdog and law enforcement agencies, notably as regards corruption-related offences with trans-border implications. The activities envisaged for the strengthened capacities of the judiciary, prosecutors and law enforcement agencies are highly relevant for the improvement of investigations, prosecutions and convictions for severe crimes like classical corruption, but also organised crime, trafficking in human beings and financial crimes which have a strong cross-border dimension.

3.3 Results and measurable indicators:

Results and measurable indicators for Component 1: Strengthening the efficiency of anti-corruption institutions and policies in implementing and monitoring the enforcement of policies in the field of fight against corruption

Results:

- Recommendations for improving implementation of the anticorruption legal framework and promoting the cooperation and exchange of information between the SCPC and other relevant bodies and institutions for efficient prevention and fight against corruption delivered;
- Target group identified and training needs assessment of the SCPC and relevant bodies and institutions involved in the prevention and fight against corruption conducted for efficient implementation of anticorruption legal framework in particular the rules on asset declaration, conflict of interests, reporting of financing of electoral campaigns, financing of political parties, prevention of corruption;
- Training program, curricula and training materials developed;
- The members and the staff of SCPC and other bodies and institutions involved in the prevention and fight against corruption (PRO, SAO, MoI, PPO, Financial Police, representatives of political parties dealing with financial reporting etc) trained on efficient application of the rules for prevention, detection and processing cases of corruption;
- Training events (including training of trainers) for the SCPC Secretariat organised;
- List of indicators for measuring the level and the nature of corruption in private and public sector elaborated;
- Assessment reports/evaluation on levels and types of corruption based on developed indicators delivered;
- System of criteria with indicators for monitoring, measuring and assessing the effectiveness of corruption prevention polices developed;
- Assessment report based on developed indicators on efficiency of anticorruption policies;
- Methodology for registering and monitoring the statements on conflict of interest developed;
- New system for gathering and processing statistical data relevant for anticorruption policies in place;
- Events for raising awareness on negative effects of corruption and on the work and functioning of the anticorruption bodies organised; roundtables for stakeholders including CSO's (civil society organisations) organised, leaflets published and media campaigns launched;
- Two surveys on public awareness for negative effects from corruption activities and for the visibility of the institutions involved in the prevention and fight against corruption and reports prepared;
- Increased public awareness for the negative effects from corruption activities and the moral responsibility to fight it;
- Increased visibility and cooperation among the SCPC and other institutions and bodies involved in combating corruption.

Measurable indicators:

- Number of recommendations on implementation of the anticorruption legal framework and promoting the cooperation and exchange of information between the SCPC and other relevant bodies and institutions adopted;

- Training needs assessment report of the SCPC and relevant bodies and institutions involved in the prevention and fight against corruption on efficient implementation of anticorruption legal framework approved by SCPC;
- Training program, curricula and training materials approved and disbursed;
- Number of trainings, workshops organised and number of members and staff of SCPC and other bodies and institutions involved in the prevention and fight against corruption (PRO, SAO, MoI, PPO, Financial Police, representatives of political parties dealing with financial reporting etc) trained on efficient application of the rules for prevention, detection and processing cases of corruption;
- Number of “train the trainers” and other training events for the SCPC Secretariat organised and number of participants;
- List of indicators for measuring the level and the nature of corruption in private and public sector endorsed and applied in practice;
- Assessment reports/evaluation on levels and types of corruption based on developed indicators approved;
- System of criteria with indicators for monitoring, measuring and assessing the effectiveness of corruption prevention polices endorsed and applied in practice;
- Assessment report on efficiency of anticorruption policies based on developed indicators endorsed by SCPC;
- Report on registered and monitored cases on conflict of interest approved by SCPC;
- Reports based on the new methodology for gathering and processing statistical data relevant for the anticorruption policy endorsed by SCPC;
- Number of raising awareness events, roundtables organised, number of participants, number of leaflets published and media campaigns launched and reports approved by SCPC;
- Data on the level of public awareness for negative effects from corruption activities and for the visibility of the institutions involved in prevention and repression of corruption.

Results and measurable indicators for Component 2: Establishing consistent track record on asset declarations

Results:

- Feasibility study for the assessment of the source databases and processes for the connection of databases and exchange of data for checking asset declarations between SCPC and the PRO, MoI, Cadastre, CR, CDS, ORC and other relevant institutions developed in accordance and compliance with the project of the Ministry of information society for interoperability of the state registers and databases;
- Methodology for prima-facie assessment of asset declarations for SCPC developed;
- Improved new methodology for asset declarations checking for the PRO developed;
- Created/upgraded databases and upgraded/created interconnection of databases and exchange of data according to the feasibility study;
- System for data exchange, assets assessment and collection of evidences and checking of the property of the elected and appointed officials and civil servants in place;
- Memorandums for Cooperation/Contracts for the use of the new methods for exchange of data between the relevant institutions developed;
- Manuals for the use of the methods for exchange of data developed;
- Trainings for the relevant institutions for the new system for exchange of information delivered.

Measurable indicators:

- Feasibility study for the assessment of the existing data bases and the exact data sources for the check of asset declarations, the possibilities for connection of databases and exchange of data between SCPC and the PRO, MoI, Cadastre, CR, CDS, ORC and other relevant institutions approved and adopted, in accordance with the Ministry of information society project for interoperability of the state registers and databases;
- Methodology for prima-facie assessment of asset declarations for SCPC adopted/applied;
- Improved new methodology for asset declarations checking for the PRO adopted and applied;
- Report on the created/upgraded databases and interconnection between the relevant institutions and number of databases created/upgraded;
- Number of compared data from the asset declarations with databases of the respective institutions;
- Duration of procedures for data exchange, assets assessment, collection of evidences and checking of the property of the elected and appointed officials and civil servants in place;
- Memorandums for Cooperation/Contracts for the use of the new methods for exchange of information between the relevant institutions adopted;
- Manuals for the use of the of the methods for exchange of data adopted and applied;
- Number of trainings for the relevant institutions for the new system for exchange of information delivered and number of participants trained.

Results and measurable indicators for Component 3: Ensuring transparent financing of political parties and electoral campaigns**Results:**

- Target groups identified and training needs assessment, preparation of training curricula and program for SAO, Ministry of Finance (MF), SCPC on efficient implementation of the rules on financing of political parties and electoral campaigns developed;
- Trainings, workshops for implementation of the Law on Financing of Political Parties and the Electoral Code (financing of electoral campaigns) and improving the cooperation among the SAO, MF, SCPC organised;
- Improved monitoring methods for auditing financing of political parties for SAO, SCPC and other relevant institutions;
- New methodology developed for monitoring the follow up of recommendations made by SAO and SCPC and report on its application prepared.

Measurable indicators:

- Assessment of target groups adopted and training assessment, preparation of training curricula and program for SAO, MF, SCPC on efficient implementation of the rules on financing of political parties and electoral campaigns adopted;
- Number of trainings, workshops for implementation of the Law on Financing of Political Parties and the Electoral Code (financing of electoral campaigns) and improving the cooperation among the SAO, MF, SCPC organised and number of participants trained;
- Monitoring methods for auditing financing of political parties for SAO, SCPC and other relevant institutions developed and applied;

- New methodology for monitoring the follow up of recommendations made by SAO and SCPC adopted and report on its application endorsed;
- Data on supervision of material and financial operations of the political parties and audit of the donations;
- Number of irregularities detected and sanctions applied for irregularities found in the financing of political parties and electoral campaigns.

Results and measurable indicators for Component 4: Strengthening capacities of courts, PPO and the Agency for managing confiscated property, property gains and deprived objects from criminal and misdemeanour procedures

Results:

- Training assessments, preparation of training curricula and program for detection, investigation, prosecution and trial cases of corruption for judges and prosecutors developed;
- Trainings including joint trainings, workshops and simulations for judges and prosecutors on corruption cases organised;
- Guidelines for addressing non-unified case law on corruption between the basic, appellate and Supreme court developed;
- Regional/national conference for stimulating cooperation for judiciary, prosecution offices and law enforcement agents for detection, prosecution and trial of national and trans-border cases of organised crime and corruption organised;
- Training assessments, preparation of training curricula and program for the Agency for managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure prepared and training delivered;
- Work procedures, guidelines, manuals for effective confiscation and management of confiscated property for the Agency for asset recovery prepared.

Measurable indicators:

- Training assessments, preparation of training curricula and programme for detection, investigation, prosecution and trial cases of corruption for judges and prosecutors approved;
- Number of trainings including joint trainings, workshops and simulations for judges and prosecutors on corruption cases organised and number of participants trained;
- Number of ‘train the trainers’ events organised and number of persons trained;
- Guidelines for addressing non-unified case law on corruption between the basic, appellate and Supreme court adopted and report on its application prepared;
- Report on regional/national conference for stimulating cooperation for judiciary, prosecution offices and law enforcement agents for detection, prosecution and trial of national and trans-border cases of organised crime and corruption prepared and number of participants;
- Number of national/international corruption cases detected, prosecuted, trialled;
- Training assessments, preparation of training curricula and program for the Agency for managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure approved;
- Number of trainings, workshops organised for the Agency for management of confiscated property and number of participants delivered;
- Number of work procedures, guidelines, manuals for effective confiscation and management of confiscated property for the Agency for managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure;

- Number of cases of confiscation and management of confiscated property by the Agency for for managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure.

3.4 Activities:

Component 1: Strengthening the efficiency of anti-corruption institutions and policies in implementing and monitoring the enforcement of policies in the field of fight against corruption

- Assessment of the implementation of the anticorruption legal framework and delivery of recommendations for improving implementation of the anticorruption laws in compliance with the internationally promoted standards, regulations, methodologies, procedures and working guidelines and promoting the cooperation and exchange of information between the SCPC and other relevant bodies and institutions for efficient prevention and fight against corruption;
- Identify target groups and training needs assessment of the SCPC and relevant bodies and institutions involved in the prevention and fight against corruption for efficient implementation of anticorruption policy in particular the rules on asset declaration, conflict of interests, reporting of financing of electoral campaigns, financing of political parties, prevention of corruption;
- Preparation of training program, curricula and training materials for SCPC and relevant bodies and institutions involved in the prevention and fight against corruption;
- Delivery of trainings, workshops for the members of the SCPC, the Secretariat and other bodies and institutions involved in the prevention and fight against corruption (PRO, SAO, MoI, PPO, Financial Police, representatives of political parties dealing with financial reporting etc);
- Delivery of ‘train the trainers’ and other training events for the SCPC Secretariat;
- Developing system of indicators for measuring the level and the nature of corruption in private and public sector;
- Application of developed indicators, processing and delivery of data on the level and the types of corruption cases in the public and private sector;
- Developing system of criteria with indicators for monitoring, measuring and assessing the effectiveness of corruption prevention polices;
- Application of developed indicators, processing and delivery of data on efficiency of anticorruption policies;
- Development of methodology for registering and monitoring the statements on conflict of interest;
- Developing methodology for gathering and processing statistical data relevant for the anticorruption policy;
- Organisation of events for raising awareness on negative effects of corruption and on the work and functioning of the anticorruption bodies; roundtables for stakeholders including CSO’s (civil society organisations), publication of leaflets and media campaigns;
- Conducting two surveys on public awareness for negative effects from corruption activities and for the visibility of the institutions involved in the prevention and fight against corruption.

Component 2: Establishing track record on asset declarations

- Preparation of feasibility study for assessment of the existing data bases for asset declarations, the possibilities for connection of databases and exchange of data

between SCPC and the PRO, MoI, Cadastre, CR, CDS, ORC and other relevant institutions, in accordance with the general Interoperability project;

- Development of the methodology for prima-facie assessment of asset declarations for SCPC;
- Improvement of the methodology for asset declarations checking for the PRO;
- Creation or upgrading of databases and setting up the interconnection of the databases according to the findings of the feasibility study and the central data exchange system of the Ministry of Information Society;;
- Development of Memorandums for Cooperation/Contracts for the use of the new methods for exchange of information between the relevant institutions;
- Development of Manuals for the use of the of the methods for exchange of data;
- Delivery of trainings for the relevant institutions for the new system for exchange of information.

Component 3: Ensuring transparent financing of political parties and electoral campaigns

- Identify target groups and training needs assessment, preparation of training curricula and program for SAO, MF, SCPC on efficient implementation of the rules on financing of political parties and electoral campaigns;
- Delivery of training for implementation of the Law on Financing of Political Parties and the Electoral Code (financing of electoral campaigns) and improving the cooperation among the SAO, MF, SCPC;
- Development of monitoring methods for auditing financing of political parties for SAO, SCPC and other relevant institutions;
- Development of methodology for monitoring the follow up of the reports and the recommendations of the SAO, MF, SCPC.

Component 4: Strengthening capacity of courts, PPO and Agency for management of confiscated property

- Training assessments, preparation of training curricula and programme for detection, investigation, prosecution and trial cases of corruption for judges from Basic Court Skopje 1 Department for organised crime and corruption and judges which are dealing with cases of petty and heavy types of corruption in the basic, appellate and the Supreme court, as well as for the prosecutors from basic Public Prosecutors Office for organised crime and corruption as well as for the other public prosecutors from basic, appellate and PPO;
- Delivery of trainings, including joint trainings, workshops and simulations for judges and prosecutors;
- Preparation of guidelines for addressing non-unified case law on corruption between the basic, appellate and Supreme court;
- Regional/national conference for stimulating cooperation for judiciary, prosecution offices and law enforcement agents for detection, prosecution and trial of national and trans-border cases of organised crime and corruption;
- Training assessments, preparation of training curricula and program for the Agency for management of confiscated property and delivery of training;
- Preparation of work procedures, guidelines, manuals for effective confiscation and management of confiscated property for the Agency for management of confiscated property.

Management and contracting arrangements

The project activities would be implemented through a twinning arrangement. The twinning arrangement will follow the regular operational instructions as documented in the Twinning Manual. A project steering committee will be established to oversee the implementation process of the project activities, while it is expected that the MS twinning partner will bring in expertise – *inter alia* - on the issues arising from the so-called bilateral screening of the chapters and the assessment and recommendations concerning the opening and closing benchmarks. The twinning arrangement will also allow for administrative capacity building, training, integrity and corruption, legal development and addressing the cross-cutting issues.

The project leaders will be responsible for the overall management, representation (co-ordination with the EU and other international bodies) as well as reporting to the Contracting Authority.

The State Commission for Prevention of Corruption will be directly responsible for co-ordination and management of the project from the beneficiary side and will support the Twinning project team in organisational and technical matters.

Contact persons and contact details

Beneficiary Country (BC) Project Leader

To be defined prior to launching the Twinning Fiche.

Resident Twinning Advisor (RTA) counterpart

RTA will be defined following a selection procedure organised by the Contracting Authority from the MS countries responding to the launched fiche.

The expected contracting arrangements are:

One Twinning contract with the value of EUR 1 420 000 out of which IPA contribution will amount to EUR 1 349 000 while national contribution will amount to EUR 71 000. It is expected that the services under this arrangement will be delivered within 16 - 24 months.

Means/Input from MS Partner Administration

The project will be implemented in the form of a Twinning contract between the beneficiary country and an EU Member State. The implementation of the project requires one PL with responsibility for the overall coordination of project activities, one RTA to manage project activities and short-term experts - STE (number to be proposed by the Member State). It is essential that the team have sufficiently broad expertise to cover all the areas included in the project description. The interested Member State institution shall include in its proposal the CVs of the designated PL, RTA and the proposed STE and the specific tasks to which they will be assigned.

Profile and Tasks of the MS Project Leader

The MS project leader (MS PL) will detail, coordinate and control the overall thrust of the project, lead project activities, and ensure attainment of the projected output. He/she is expected to ensure that all the support from the management and staff of the MS side is available for the project. The MS project leader is fully responsible for co-ordination of the work of the experts. He/she should be a *senior official* from the respective MS body and is expected to devote a minimum of 3 days per month to the project in his/her home administration with an on-site visit at least every 3 months. In addition, he/she should

coordinate, from the Member State side, the Project Steering Committee (PSC), which will meet in Skopje every three months. The MS project leader will co-manage the implementation of the project with the Project Leader from the Beneficiary Country.

BC Project Leader

The BC Project Leader will act as the counterpart of the Member State PL and will ensure close cooperation in the overall steering and co-ordination of the project. The PL's seniority will ensure his/her ability to mobilise the necessary staff in support of the efficient implementation of the project. He/she will also coordinate the Project Steering Committee (PSC) from the BC side. The role of the BC Project Leader and the MS PL counterpart are complementary. A BC RTA Counterpart will be assigned as well.

Profile and tasks of the RTA(s):

RTA(s) will be civil servants or equivalent staff (mandated body) seconded to work and to be based in the BC throughout the overall duration of the project. RTAs are made available by MS' administrations and mandated bodies to counterparts in BCs through EU funding. The seconded experts covered by these provisions remain in employment in their national administration or mandated body throughout the period of secondment.

RTA Counterpart

A RTA Counterpart will be assigned by the State Commission for Prevention of Corruption.

Profile and tasks of the RTA:

Qualifications and skills

- Minimum University degree or equivalent, preferably in law, economy, finance or public administration;
- Knowledge of EU projects management rules and procedures will be an asset;
- Knowledge on the international and European standards on combating corruption.

Professional experience (minimum 10 years of general experience)

- Minimum 10 years of general professional experience in the area relevant to the assignment;
- Preferably 6 years of specific professional experience in enforcement of anticorruption legislation with anticorruption body/agency/ministry or within the judiciary or law enforcement sector;
- Previous experience in institutional building projects, trainings, organisational development, and implementation of reform measures would be an asset;
- Proven executive capacity and multidisciplinary managerial skills;
- Fluency in written and spoken English.

Additional assets are:

- Experience in implementing of chapter 23 and 24 of the EU Acquis in EU Member states or accession countries would be an asset;
- Extensive knowledge and practical experience in the area of anti-corruption policies;
- Previous experience as project coordinator/ project manager would be an asset;
- Sound knowledge of the situation in recent accession countries and candidate countries would be an asset.

Profile and tasks of the short-term experts (STE)

- All STEs should have at least 5 years of experience, preferably 5 to 8 years in the field they will cover;
- Extensive knowledge and practical experience in the area of anti-corruption;
- Fluency in written and spoken English and computer literate.

All STEs should be knowledgeable in the latest development in the international and European standards with respect to the fight against corruption.

3.5 Conditionality and sequencing

The project includes the following conditionalities:

- Timely allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- Participation by the beneficiary in the selection procedure as per EU Twinning regulations;
- Appointment of counterpart personnel by the beneficiaries before the launch of the selection process and ensuring continuity;
- Proactive involvement of the SCPC and its secretariat in the implementation of the project;
- Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiaries as per work plan of the project;
- Appointing the relevant staff by the beneficiaries to participate in training activities as per work plan;
- Sufficient managerial and technical human resources allocated to the relevant Departments and support from the SCPC's members and Secretariat;
- Commitment of the beneficiaries on the use of the feasibility study. Feasibility study will be developed in the first half of project's implementation and the beneficiary will then draft technical specifications based on the feasibility study delivered by the project.

In the event the conditionalities are not met, suspension or cancellation of projects will be considered.

3.6 Linked activities

The only EU-funded project which had as main objective the anti-corruption policy was a **CARDS 2005 Twinning project** which targeted the specialised Public Prosecution Unit for Fight against Organised Crime and Corruption in partnership with the Italian Ministry of Justice (December 2006 – June 2009). The **IPA 2009** programme will comprise a project on “Support in the implementation of the **reform of the Criminal justice system**” which will promote the capacities of public prosecutors, related law enforcement agents and other actors involved in the implementation of the reformed criminal legal framework so as to effectively fight against crime, with a focus on organised crime, corruption, financial crime and human trafficking. The project will start in the beginning of 2011.

SCPC was supported by various other donors and mainly by **USAID** (i.e. development of the state programmes for prevention and repression of corruption and conflict of interest; preparation of public awareness campaigns; improvement of the SCPC work flow, promotion of public relations, etc) and **UNDP** (support to improve good governance and fight against corruption at local level). The twinning project will build upon the experience of these

previous projects, aiming at ensuring a more advanced working methodology for SCPC which will assumably lead to a visible improvement in its track-record of implementation.

As regards the training of judges, prosecutors and other law enforcement agents in the field of anti-corruption, the project will develop further the specialisation of these categories of professionals, considering the support received so far from other donors in the phase of developing the new criminal and criminal procedure legal framework (i.e. the assistance of **OSCE/Rule of Law Department** for the drafting of the Law on Public Prosecution, the Law on Council of Prosecutors; the new Law on Criminal Procedure and the Criminal Code; the **Overseas Prosecutorial Development Assistance and Training/OPDAT Programme**; the **bilateral UK anti-corruption umbrella project** focused on the special investigative measures, illicit enrichment and development of a National Intelligence Database).

Mention should also be made of some other projects which targeted various aspects of the anti-corruption policy and the results of which are remotely connected to the objective of this project: **Germany bilateral assistance** project “Advocacy and Legal Advice Centers (ALACs)” (March 2009 – August 2010), aiming at enabling citizens to participate in the fight against corruption; the **bilateral Norwegian assistance** (June 2008 – May 2009) for monitoring of the pre-accession priorities on anti-corruption matters, with focus on civil society involvement and citizens’ participation.

The current project will also be complemented by the state-funded project of the **Ministry of Information Society on interoperability (i.e. interconnection and usage of the registers and databases between the state institutions)**. With the aim to ensure close coordination of the activities of the project with the IPA 2010 project, SCPC is included in the development and the implementation of the interoperability project.

3.7 Lessons learned

Experience with various projects financed by EU in the frame of CARDS assistance and other assistance from OSCE, OPDAT, in general are satisfactory and demonstrates a necessity to reach a shared understanding of what needs to be achieved prior to the programme commencing.

General cross-cutting challenges identified in previous projects:

- Absorption capacity is often over-estimated, partners are often unable or unwilling to provide the necessary human resources. The availability and permanence of adequate human resources is an issue that should be addressed up-front before implementation of some project’s components.
- Delayed inception: Additional problems can appear when projects are characterised by a long take-off. Often preliminary analysis are not conducted in order to check whether circumstances have changed since design phase, which, in turn, could call for an adjustment of the twinning fiche prior to embarking into the implementation phase.
- When projects are at the confluence of a diversity of sectors, early internal coordination between the sectors has to be ensured. At the same time, better linkages between projects belonging to the same sector should also be ensured (at both design and implementation levels). External coordination with other international donors has to be also ensured.

Specific aspects:

- the previous anti-corruption twinning project (CARDS 2005) which targeted the specialised PPO for Fight against Organised Crime and Corruption showed that an important challenge is to ensure continuous and active involvement of the targeted groups in the training/coaching activities. This challenge may be surpassed by reiterating in the twinning fiche conditionalities like the ones included in the current project fiche (i.e continuity and commitment of staff) and ensuring that the action plan of activities will focus on the motivation of staff and mandatory nature of the training.
- although SCPC has no previous experience with EU-funded projects, it has been supported by some other donors mainly in the process of developing strategic plans and hence is familiarised with capacity building assistance. However, SCPC needs to be actively involved in all stages of contracting to ensure its full commitment and active participation and absorption of the twinning activities. The same is valid for the Agency for Managing Confiscation of Assets.
- the judiciary, the public prosecutors and the law enforcement agents which will be involved in the activities of this project might show reluctance to some of the joint training/workshops to be organised within the project, since the aim is to target the areas where non-unitary practice has been noticed so far. The action plan of activities will need to focus on adequate methodologies to ensure that the events targeting controversial issues will be able to raise motivation to participate and speak openly of all stakeholders involved.
- The feasibility study on interconnectivity of the PRO and SCPC databases with those of other institutions needs to take account of all the specifics of the databases already existing and ensure that the solutions suggested focus on building on what is already operational.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY CONTRIBUTION	NATIONAL PUBLIC CONTRIBUTION						PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Twinning contract	X		1 420 000	1 420 000	1 349 000	95	71 000	5					
TOTAL IB			1 420 000	1 420 000	1 349 000	95	71 000	5					
TOTAL INV			/	/	/		/						
TOTAL PROJECT			1 420 000	1 420 000	1 349 000	95	71 000	5					

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW

Amounts net of VAT

(1) In the Activity row use "X" to identify whether IB or INV

(2) Expressed in % of the **Public** Expenditure (column (b))

(3) Expressed in % of the **Total** Expenditure (column (a))

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Twinning Contract	Q2 2011	Q2 2012	Q 2 2014

The project should be in principle ready for tendering in the 1ST Quarter following the signature of the FA.

6. Cross cutting issues

The crosscutting issues will be addressed throughout the project. Up to 10% of the budget of the service contract for tender support supervision and training may be allocated to assist the different beneficiaries to comply with European standards and best practices, implement relevant existing Government strategies and develop internal measures to ensure each crosscutting issue is appropriately mainstreamed.

Throughout the project cycle, in particular when developing project ToR, state actors specifically addressing (one of) the cross cutting issues shall be consulted.

The mainstreaming of the cross cutting issues is regarded on two different levels: (a) Ensuring that the internal policies, structure or operating procedures of the beneficiary agency will conform to and promote the relevant principles outlined per section below and (b) ensuring that the products, outputs produced by the beneficiaries (e.g. laws, regulations, policies, and strategies) will conform to and promote the relevant principles outlined per section below.

6.1 Equal opportunity and non-discrimination

The project implementation will ensure the observance of the principles of equal opportunities and non-discrimination. Equal gender opportunities will be fully respected in the composition of the Steering Committee and where necessary. In addition to this, the internal policies, structure or operating procedures of the beneficiaries, as well as products and outputs produced by the beneficiaries (e.g. laws, regulations, policies, and strategies) will conform to the relevant principles of equal opportunities and non-discrimination.

6.2 Environmental considerations

The European Community has a longstanding commitment to address environmental concerns in its assistance programmes (as part as a wider commitment to sustainable development). Key references include art. 6 of the Treaty and the Cardiff process which foresees the systematic consideration of environmental aspects into EC development cooperation AND in other policies (hence very important for the Acquis). The support will include activities for the beneficiary to improve its internal performance vis-à-vis environmental aspects.

6.3 Support to minorities and vulnerable groups

Where the main reference in the country in relation to minority groups is the Ohrid Framework Agreement, in an EU context, reference is made to the “Race directive” of 2000 (2000/43/EC of 29 June), which has an important impact on employment (incl. vocational training, working conditions, social protection etc.) and is also a crucial aspect of the acquis. The beneficiary will be assisted to improve its internal performance vis-à-vis minorities or other vulnerable groups.

6.4 Civil Society Development and Dialogue

The project will support the reform, which leads to increasing the efficiency against crimes of corruption, but the civil society will be involved in the establishment of the measures for

assessment of the level of corruption and assessment of the effects of the anticorruption measures, as well as in the measurement of the public awareness and perception of corruption.

6.5 Good governance, with particular attention to fight against corruption

The project will involve strengthening the national capacities for fight against corruption. The implementation of the legal provisions for financing of political parties, electoral campaigns, the declaration of assets of the public officials will directly benefit for increased transparency, accountability of the political system, hence strengthening the principles of good governance in the society.

ANNEX I - Log frame in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche: Support for efficient prevention and fight against corruption		Programme name and number: National Programme for the former Yugoslav Republic of Macedonia under the IPA Transition Assistance and Institution Building Component for 2010 CRIS number :	
		Contracting period expires two years from the date of the conclusion of the Financing Agreement	Execution period expires two years from the final date for contracting Disbursement period expires one year from the final date for execution of contracts.
		Total budget: EUR 1 420 000	IPA budget: EUR 1 349 000
Overall objective	Objectively verifiable indicators	Sources of Verification	
To attain efficient enforcement of the anticorruption policy and to further promote good governance and rule of law in the country.	<ul style="list-style-type: none"> - Capacities of the SCPC, PRO, MoI, CR, Cadastre, CDS, ORC strengthened; - Capacities of the judges, prosecutors, Agency for management of confiscated property, State Audit Office improved; - Anticorruption policy efficiently enforced. 	<ul style="list-style-type: none"> - Monitoring reports; - EC peer review reports; - Monthly monitoring progress report from SPO to CFCD; - Victim analysis on corruption (2006 Research on Public Opinion on Corruption in the country – Victimological analysis); - Surveys on corruption. 	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To improve the implementation of the national legal framework for fight against corruption, to strengthen the national mechanisms for prevention and fight against corruption, to further promote the cooperation between the State Commission for Prevention of Corruption, the judiciary, law enforcement agencies and other relevant	<ul style="list-style-type: none"> - Anticorruption legal framework consolidated and adopted; - Interinstitutional cooperation in the fight and prevention of corruption enhanced. 	<ul style="list-style-type: none"> - Statistics; - Reports of the State Commission for Prevention of Corruption; - Reports of the courts and the Ministry of Justice; - EC Peer reviews; 	<ul style="list-style-type: none"> - Government commitment to fight - against corruption and implement judiciary reform; - Overall support of the society in the

<p>institutions in the prevention, detection, prosecution, and sanctioning of the criminal acts of corruption.</p>		<ul style="list-style-type: none"> - Assessments of the implementation of the State Program for Prevention and Repression of corruption and the State program for Prevention and Reduction of Conflict of Interests; - Regular reports of European Commission; - Independent assessments including civil society reports. 	<p>implementation of the State Program for prevention of corruption, its Action Plan, the Program for prevention and reduction of conflict of interests.</p>
<p>Results</p>	<p>Indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>Results and measurable indicators for Component 1: Strengthening the efficiency of anti-corruption institutions and policies in implementing and monitoring the enforcement of policies in the field of fight against corruption</p> <ul style="list-style-type: none"> - Recommendations for improving implementation of the anticorruption legal framework and promoting the cooperation and exchange of information between the SCPC and other relevant bodies and institutions for efficient prevention and fight against corruption delivered; - Target group identified and training needs assessment of the SCPC and relevant bodies and institutions involved in the prevention and fight against corruption conducted for efficient implementation of anticorruption legal framework in particular the rules on asset declaration, conflict of interests, reporting of financing of electoral campaigns, financing of political parties, prevention of corruption; - Training program, curricula and training materials developed; - The members and the staff of SCPC and other bodies and institutions involved in the prevention and fight against corruption (PRO, SAO, MoI, PPO, Financial Police, representatives of political 	<p>Measurable indicators for Component 1: Strengthening the efficiency of anti-corruption institutions and policies in implementing and monitoring the enforcement of policies in the field of fight against corruption:</p> <ul style="list-style-type: none"> - Number of recommendations on implementation of the anticorruption legal framework and promoting the cooperation and exchange of information between the SCPC and other relevant bodies and institutions adopted; - Training needs assessment report of the SCPC and relevant bodies and institutions involved in the prevention and fight against corruption on efficient implementation of anticorruption legal framework approved by SCPC; - Training program, curricula and training materials approved and disbursed; - Number of trainings, workshops organised and number of members and staff of SCPC and other bodies and institutions involved in the prevention and fight against corruption (PRO, 	<p>Relevant for all components:</p> <ul style="list-style-type: none"> - Reports from the EC; - Training evaluation reports reviews; - Reports from the SCPC - List of participants in Reports from the monitoring of the trainings; training certificates; - Agendas and reports of meetings; final conclusions and other relevant documentation; - OSCE/ODIHR reports on elections; - Monitoring reports for the annual assessment of the implementation of the State Programme for prevention and repression of corruption. 	<p>Relevant for all components:</p> <ul style="list-style-type: none"> - Expressed political will and support of the policy makers and all other actors for the need and necessity for prevention of corruption; - Active co-operation among the relevant institutions involved in activities for prevention of corruption; - Coordination mechanism with other projects on anti-corruption established and continuously updated; Timely availability of adequate resources; - Data bases in Ministry of internal affairs, Central Register, Local Self Government Units, Central Depository for Securities, Office for Registration Certificates

<p>parties dealing with financial reporting etc) trained on efficient application of the rules for prevention, detection and processing cases of corruption;</p> <ul style="list-style-type: none"> - Training events (including training of trainers) for the SCPC Secretariat organised; - List of indicators for measuring the level and the nature of corruption in private and public sector elaborated; - Assessment reports/evaluation on levels and types of corruption based on developed indicators delivered; - System of criteria with indicators for monitoring, measuring and assessing the effectiveness of corruption prevention polices developed; - Assessment report based on developed indicators on efficiency of anticorruption policies; - Methodology for registering and monitoring the statements on conflict of interest developed; - New system for gathering and processing statistical data relevant for anticorruption policies in place; - Events for raising awareness on negative effects of corruption and on the work and functioning of the anticorruption bodies organised; roundtables for stakeholders including CSO's (civil society organisations) organised, leaflets published and media campaigns launched; - Two surveys on public awareness for negative effects from corruption activities and for the visibility of the institutions involved in the prevention and fight against corruption and reports prepared; - Increased public awareness for the negative effects from corruption activities and the moral responsibility to fight it; - Increased visibility and cooperation among the SCPC and other institutions and bodies involved in combating corruption. 	<p>SAO, MoI, PPO, Financial Police, representatives of political parties dealing with financial reporting etc) trained on efficient application of the rules for prevention, detection and processing cases of corruption;</p> <ul style="list-style-type: none"> - Number of "train the trainers" and other training events for the SCPC Secretariat organised and number of participants; - List of indicators for measuring the level and the nature of corruption in private and public sector endorsed and applied in practice; - Assessment reports/evaluation on levels and types of corruption based on developed indicators approved; - System of criteria with indicators for monitoring, measuring and assessing the effectiveness of corruption prevention polices endorsed and applied in practice; - Assessment report on efficiency of anticorruption policies based on developed indicators endorsed by SCPC; - Report on registered and monitored cases on conflict of interest approved by SCPC; - Reports based on the new methodology for gathering and processing statistical data relevant for the anticorruption policy endorsed by SCPC; - Number of raising awareness events, roundtables organised, number of participants, number of leaflets published and media campaigns launched and reports approved by SCPC; - Data on the level of public awareness for negative effects from corruption 		<p>in place for exchange of information with the State Commission of Prevention of Corruption.</p>
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	activities and for the visibility of the institutions involved in prevention and repression of corruption.		
<p>Results and measurable indicators for Component 2: Establishing consistent track record on asset declarations</p> <ul style="list-style-type: none"> - Feasibility study for the assessment of the source databases and processes for the connection of databases and exchange of data for checking asset declarations between SCPC and the PRO, MoI, Cadastre, CR, CDS, ORC and other relevant institutions developed in accordance and compliance with the project of the Ministry of information society for interoperability of the state registers and databases; - Methodology for prima-facie assessment of asset declarations for SCPC developed; - Improved new methodology for asset declarations checking for the PRO developed; - Created/upgraded databases and upgraded/created interconnection of databases and exchange of data according to the feasibility study; - System for data exchange, assets assessment and collection of evidences and checking of the property of the elected and appointed officials and civil servants in place; - Memorandums for Cooperation/Contracts for the use of the new methods for exchange of data between the relevant institutions developed; - Manuals for the use of the methods for exchange of data developed; - Trainings for the relevant institutions for the new system for exchange of information delivered. 	<p>Measurable indicators for Component 2: Establishing consistent track record on asset declarations:</p> <ul style="list-style-type: none"> - Feasibility study for the assessment of the existing data bases and the exact data sources for the check of asset declarations, the possibilities for connection of databases and exchange of data between SCPC and the PRO, MoI, Cadastre, CR, CDS, ORC and other relevant institutions approved and adopted, in accordance with the Ministry of information society project for interoperability of the state registers and databases; - Methodology for prima-facie assessment of asset declarations for SCPC adopted/applied; - Improved new methodology for asset declarations checking for the PRO adopted and applied; - Report on the created/upgraded databases and interconnection between the relevant institutions and number of databases created/upgraded; - Number of compared data from the asset declarations with databases of the respective institutions; - Duration of procedures for data exchange, assets assessment, collection of evidences and checking of the property of the elected and appointed officials and civil servants in place; - Memorandums for Cooperation/Contracts for the use of the 		

	<p>new methods for exchange of information between the relevant institutions adopted;</p> <ul style="list-style-type: none"> - Manuals for the use of the of the methods for exchange of data adopted and applied; - Number of trainings for the relevant institutions for the new system for exchange of information delivered and number of participants trained. 		
<p>Results and measurable indicators for Component 3: Ensuring transparent financing of political parties and electoral campaigns</p> <ul style="list-style-type: none"> - Target groups identified and training needs assessment, preparation of training curricula and program for SAO, Ministry of Finance (MF), SCPC on efficient implementation of the rules on financing of political parties and electoral campaigns developed; - Trainings, workshops for implementation of the Law on Financing of Political Parties and the Electoral Code (financing of electoral campaigns) and improving the cooperation among the SAO, MF, SCPC organised; - Improved monitoring methods for auditing financing of political parties for SAO, SCPC and other relevant institutions; - New methodology developed for monitoring the follow up of recommendations made by SAO and SCPC and report on its application prepared. 	<p>Measurable indicators for Component 3: Ensuring transparent financing of political parties and electoral campaigns:</p> <ul style="list-style-type: none"> - Assessment of target groups adopted and training assessment, preparation of training curricula and program for SAO, MF, SCPC on efficient implementation of the rules on financing of political parties and electoral campaigns adopted; - Number of trainings, workshops for implementation of the Law on Financing of Political Parties and the Electoral Code (financing of electoral campaigns) and improving the cooperation among the SAO, MF, SCPC organised and number of participants trained; - Monitoring methods for auditing financing of political parties for SAO, SCPC and other relevant institutions developed and applied; - New methodology for monitoring the follow up of recommendations made by SAO and SCPC adopted and report on its application endorsed; - Data on supervision of material and financial operations of the political parties and audit of the donations; - Number of irregularities detected and 		

	sanctions applied for irregularities found in the financing of political parties and electoral campaigns.		
<p>Results and measurable indicators for Component 4: Strengthening capacities of courts, PPO and the Agency for managing confiscated property, property gains and deprived objects from criminal and misdemeanour procedures</p> <ul style="list-style-type: none"> - Training assessments, preparation of training curricula and program for detection, investigation, prosecution and trial cases of corruption for judges and prosecutors developed; - Trainings including joint trainings, workshops and simulations for judges and prosecutors on corruption cases organised; - Guidelines for addressing non-unified case law on corruption between the basic, appellate and Supreme court developed; - Regional/national conference for stimulating cooperation for judiciary, prosecution offices and law enforcement agents for detection, prosecution and trial of national and trans-border cases of organised crime and corruption organised; - Training assessments, preparation of training curricula and program for the Agency for managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure prepared and training delivered; - Work procedures, guidelines, manuals for effective confiscation and management of confiscated property for the Agency for asset recovery prepared. 	<p>Measurable indicators for Component 4 Strengthening capacities of courts, PPO and the Agency for managing confiscated property, property gains and deprived objects from criminal and misdemeanour procedures:</p> <ul style="list-style-type: none"> - Training assessments, preparation of training curricula and programme for detection, investigation, prosecution and trial cases of corruption for judges and prosecutors approved; - Number of trainings including joint trainings, workshops and simulations for judges and prosecutors on corruption cases organised and number of participants trained; - Number of ‘train the trainers’ events organised and number of persons trained; - Guidelines for addressing non-unified case law on corruption between the basic, appellate and Supreme court adopted and report on its application prepared; - Report on regional/national conference for stimulating cooperation for judiciary, prosecution offices and law enforcement agents for detection, prosecution and trial of national and trans-border cases of organised crime and corruption prepared and number of participants; - Number of national/international corruption cases detected, prosecuted, trialled; - Training assessments, preparation of 		

	<p>training curricula and program for the Agency for managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure approved;</p> <ul style="list-style-type: none"> - Number of trainings, workshops organised for the Agency for management of confiscated property and number of participants delivered; - Number of work procedures, guidelines, manuals for effective confiscation and management of confiscated property for the Agency for managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure; - Number of cases of confiscation and management of confiscated property by the Agency for for managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure. 		
Activities	Means	Costs	Assumptions
<p>Component 1: Strengthening the efficiency of anti-corruption institutions and policies in implementing and monitoring the enforcement of policies in the field of fight against corruption</p> <ul style="list-style-type: none"> - Assessment of the implementation of the anticorruption legal framework and delivery of recommendations for improving implementation of the anticorruption laws in compliance with the internationally promoted standards, regulations, methodologies, procedures and working guidelines and promoting the cooperation and exchange of information between the SCPC and other relevant bodies and institutions for efficient prevention and fight against corruption; - Identify target groups and training needs 	<p>1 Twinning contract</p>	<p>Total cost EUR 1 420 000 IPA budget EUR 1 349 000 National co-financing EUR 71 000</p>	<ul style="list-style-type: none"> - Considerable comment of the participants to learn and advance their skill for execution of the given tasks; - Beneficiaries will retain their capacities to play their role and will commit to make the necessary preparations; - Stimulating environment to apply lessons learned in training.

<p>assessment of the SCPC and relevant bodies and institutions involved in the prevention and fight against corruption for efficient implementation of anticorruption policy in particular the rules on asset declaration, conflict of interests, reporting of financing of electoral campaigns, financing of political parties, prevention of corruption;</p> <ul style="list-style-type: none"> - Preparation of training program, curricula and training materials for SCPC and relevant bodies and institutions involved in the prevention and fight against corruption; - Delivery of trainings, workshops for the members of the SCPC, the Secretariat and other bodies and institutions involved in the prevention and fight against corruption (PRO, SAO, MoI, PPO, Financial Police, representatives of political parties dealing with financial reporting etc); - Delivery of ‘train the trainers’ and other training events for the SCPC Secretariat; - Developing system of indicators for measuring the level and the nature of corruption in private and public sector; - Application of developed indicators, processing and delivery of data on the level and the types of corruption cases in the public and private sector; - Developing system of criteria with indicators for monitoring, measuring and assessing the effectiveness of corruption prevention policies; - Application of developed indicators, processing and delivery of data on efficiency of anticorruption policies; - Development of methodology for registering and monitoring the statements on conflict of interest; - Developing methodology for gathering and processing statistical data relevant for the anticorruption policy; - Organisation of events for raising awareness on negative effects of corruption and on the work 			
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<p>and functioning of the anticorruption bodies; roundtables for stakeholders including CSO's (civil society organisations), publication of leaflets and media campaigns;</p> <ul style="list-style-type: none"> - Conducting two surveys on public awareness for negative effects from corruption activities and for the visibility of the institutions involved in the prevention and fight against corruption. <p>Component 2: Establishing track record on asset declarations</p> <ul style="list-style-type: none"> - Preparation of feasibility study for assessment of the existing data bases for asset declarations, the possibilities for connection of databases and exchange of data between SCPC and the PRO, MoI, Cadastre, CR, CDS, ORC and other relevant institutions, in accordance with the general Interoperability project; - Development of the methodology for prima-facie assessment of asset declarations for SCPC; - Improvement of the methodology for asset declarations checking for the PRO; - Creation or upgrading of databases and setting up the interconnection of the databases according to the findings of the feasibility study and the central data exchange system of the Ministry of Information Society;; - Development of Memorandums for Cooperation/Contracts for the use of the new methods for exchange of information between the relevant institutions; - Development of Manuals for the use of the of the methods for exchange of data; - Delivery of trainings for the relevant institutions for the new system for exchange of information. <p>Component 3: Ensuring transparent financing of political parties and electoral campaigns</p> <ul style="list-style-type: none"> - Identify target groups and training needs 			
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<p>assessment, preparation of training curricula and program for SAO, MF, SCPC on efficient implementation of the rules on financing of political parties and electoral campaigns;</p> <ul style="list-style-type: none"> - Delivery of training for implementation of the Law on Financing of Political Parties and the Electoral Code (financing of electoral campaigns) and improving the cooperation among the SAO, MF, SCPC; - Development of monitoring methods for auditing financing of political parties for SAO, SCPC and other relevant institutions; - Development of methodology for monitoring the follow up of the reports and the recommendations of the SAO, MF, SCPC. 			
<p>Component 4: Strengthening capacity of courts, PPO and Agency for management of confiscated property</p> <ul style="list-style-type: none"> - Training assessments, preparation of training curricula and programme for detection, investigation, prosecution and trial cases of corruption for judges from Basic Court Skopje I, Department for organised crime and corruption and judges which are dealing with cases of petty and heavy types of corruption in the basic, appellate and the Supreme court, as well as for the prosecutors from basic Public Prosecutors Office for organised crime and corruption as well as for the other public prosecutors from basic, appellate and PPO; - Delivery of trainings, including joint trainings, workshops and simulations for judges and prosecutors; - Preparation of guidelines for addressing non-unified case law on corruption between the basic, appellate and Supreme court; - Regional/national conference for stimulating cooperation for judiciary, prosecution offices and 			

<p>law enforcement agents for detection, prosecution and trial of national and trans-border cases of organised crime and corruption;</p> <ul style="list-style-type: none"> - Training assessments, preparation of training curricula and program for the Agency for management of confiscated property and delivery of training; - Preparation of work procedures, guidelines manuals for effective confiscation and management of confiscated property for the Agency for management of confiscated property. 			
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Preconditions

- Timely allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- Participation by the beneficiary in the selection procedure as per EU Twinning regulations;
- Appointment of counterpart personnel by the beneficiaries before the launch of the selection process and insuring of continuity;
- Proactive involvement of the SCPC and its secretariat in the implementation of the project;
- Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiaries as per work plan of the project;
- Appointing the relevant staff by the beneficiaries to participate in training activities as per work plan;
- Sufficient managerial and technical human resources allocated to the relevant Departments and support from the SCPC’s members and Secretariat;
- Commitment of the beneficiaries on the use of the feasibility study. Feasibility study will be developed in the first half of project's implementation and the beneficiary will then draft technical specifications based on the feasibility study delivered by the project.

In the event the conditionalities are not met, suspension or cancellation of projects will be considered

ANNEX II - Amounts (in EUR) contracted and Distributed per Quarter over the full duration of Programme

	2012				2013				2014			
Contracted	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Twinning Contract		1 420 000										
Cumulated		1 420 000										
Disbursed												
Twinning Contract		710 000				568 000				142 000		
Cumulated		710 000				1 278 000				1 420 000		

ANNEX III - Description of Institutional Framework

The Ministry of Justice performs functions related to: the judiciary, public prosecutor's office and public attorney's office; state administration; criminal liability and liability for misdemeanours; notary activities, the bar and other types of legal aid; inheritance, ownership, property rights and obligations; international legal aid; execution of sanctions regarding criminal acts and misdemeanours; organisation and management of penitentiary and correctional institutions; amnesty and pardon; expert testimony, court expertise; the election system, keeping records of the right to vote; criminal, misdemeanour, litigation and no contentious procedure, enforcement, and administrative procedure; administrative inspection.

The State Commission on Prevention of Corruption was established in November 2002 as an independent body. Consists of 7 members (experts in law and economy), appointed by the Parliament with five years mandate, with no right for re-election, and a President elected by commission members. **SCPC's** mandate is based on Law on Prevention of Corruption adopted in April 2002 and is uniquely responsible for implementation, regulating measures for corruption prevention, and also conflicts of interest and public interest activities by certain authorities. SCPC is also competent for the implementation of the Law on conflict of interest and supervises the lobbying according the Law on Lobbying. SCPC convenes at least twice a week, with more than half of members present. Decisions taken on a majority of members' votes. Supported by Government, the Assembly, the Public Prosecution Office and other competent state bodies, SCPC has influenced and strengthened responsible and accountable behaviour from holders of public office and legal entities funded by state capital.

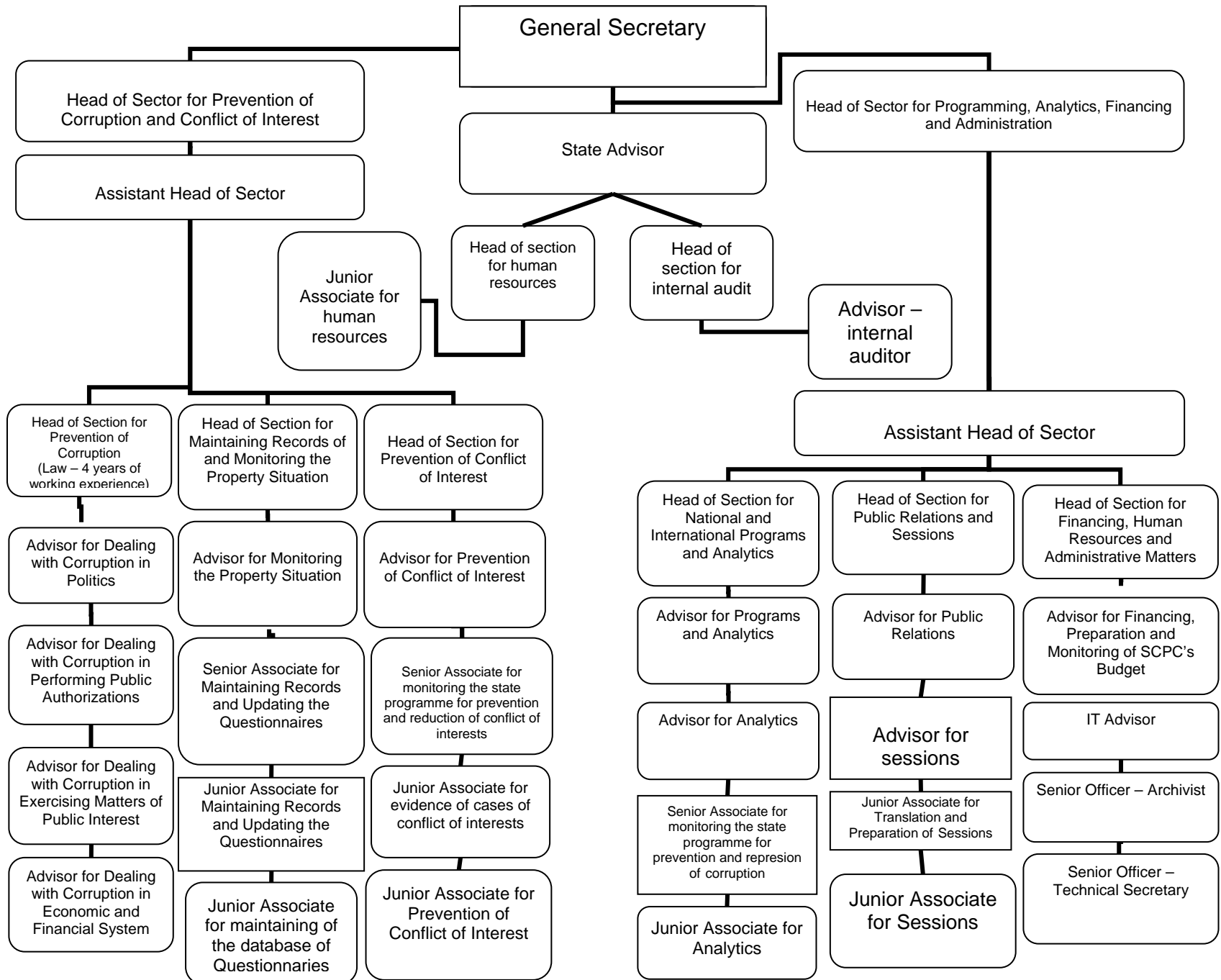
The judicial power is exercised by the **courts in the country**, which are autonomous and independent state bodies. In a procedure specified by law the courts decide upon human and citizen rights and legal interests; disputes between citizens and other legal entities; criminal acts and misdemeanours and other matters within the competence of the court as provided by law. According to the law on courts (Official gazette 58/2006) the judicial power are exercised by basic courts (established for one or more municipalities), the Administrative Court (established and it exercising the judicial power over the entire territory of the country), the appellate courts (established for the territory of several first degree courts) and the Supreme Court (exercising the judicial power over the entire territory of the country). The Basic Court 1 is a criminal court with a specialised department with competence for proceeding cases of organised crime and corruption for the entire territory of the country.

The Public The Publics Prosecutor's Office – is sole and autonomous state authority, which prosecutes the perpetrators of criminal and other punishable acts as determined by law. The Public Prosecutor shall be appointed and dismissed by the Assembly for a six-year term of office and a right to re-appointment. The public prosecutors shall be elected by the Public Prosecutor's Council without limitation to term of office duration. Pursuant to the existing law on the areas of first-instance courts, 22 basic public prosecutor's offices have been established. For the area of second instance courts, four higher prosecutor's offices have been established. The Public Prosecutor's Office (PPO) is established for the whole territory of the country and its seat is in Skopje. Public Prosecutor's Office for Prosecution of Perpetrators of Crimes in the Field of Organised Crime and Corruption has jurisdiction of the entire territory of the country. Public prosecutors have their deputies without limitation of term of office duration.

Due to implementation of the legal regulation on confiscation and seizure of crime proceeds the Law on managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure, was adopted in August 2008, and in December 2008 an **Agency for managing with confiscated property, property gains and deprived objects in criminal and misdemeanour procedure** was established. Its competences cover: management with seized property, profit and seized items, in agreement with the court and the authorised body; executes the procedure for seizure of property and profit, keeps and stores the seized property, estimates and registers the overall seized property; prepares statistical, financial and other reports on the seized property etc. The Agency started working, and the Director and a Board of the Agency were elected. The Board has adopted the Statute, Rules of Procedure, Rules on Systematisation and Internal Organisation and a Rulebook on Rewarding. The procedure for staffing the Agency with 9 people has started. In the same time, premises have been provided.

Public Revenue Office. Its organisation, scope and way of working, authorisations and responsibilities are provided by the Law on Public Revenue Office. As a tax authority, functioning solely on the territory of the country, the PRO operatively implements the tax policy and collects taxes and other public fees on the basis of the Law on Tax Procedure, special tax laws and international agreements from the area of taxes, especially relating to: monitoring and implementing of tax laws; taxpayers registration and keeping single tax register; tax assessment and collection, as well as return of more or wrongly collected taxes; keeping tax records and organising and developing single tax information system; monitoring and analysis of tax revenues; conducting inspection monitoring to the taxpayers; providing assistance to taxpayers to meet their tax obligations; monitoring and application of international agreements from the area of taxes and cooperation with tax authorities of other countries; providing international legal assistance in the tax subjects.

The State Audit Office is a legal, independent, and professional institution based in Skopje and consists of 11 organisational units and has 79 employees. At the moment. SAO is responsible for: planning and conducting audits in compliance with the State Audit Law; examination of documents, papers and reports on performed internal controls and internal audits, accounting and financial procedures, electronic data and information systems and other records assessing whether the financial reports present truthfully and objectively the financial positions and the results of the financial activities, in accordance with the adopted accounting policies and accounting standards; assessment as to whether the funds are spent economically, efficiently and effectively submitting an Annual Report on the Conducted Audits and Operation; submitting up-to-date audit reports containing findings of material irregularities; submitting a quarterly report containing monitoring and performance indicators used to determine the extent to which the work program has been fulfilled. The General State Auditor is managing the State Audit Office. When conducting the state audit the authorised state auditor or the state Auditor is having free access to the official premises and property, right to review the records, forms and other documentation, electronic data and information systems as well as the right to demand explanations from the audited entity's representatives on all issues relevant to the audit performance.



ANNEX IV - Reference to laws, regulations and strategic documents

Reference to laws, regulations and strategic documents:

- Law on Prevention of Corruption;
- Law on Prevention of Conflict of Interests;
- Law on the Financing of Political Parties;
- Law on Courts;
- Law on Money Laundering and Other Proceeds from Crime;
- Electoral Code;
- Criminal Code;
- Law on Criminal Procedure;
- Law on Management of Confiscated Property and Property Gains;
- Law on Public Prosecutors Office;
- State Program for Prevention and Repression of Corruption;
- State Program for Prevention and Reduction of Conflict of Interests.

Reference to AP/NPAA/EP/SAA

The project is in line with the **Accession Partnership**, which outlines a series of priorities to be addressed in the area of corruption. The Partnership stresses the importance of establishing a sustained track record on implementation of anti-corruption legislation; ensuring an adequate follow-up to the recommendations made by SCPC and State Audit Office (SAO); implementing fully the recommendations made by the Group of States against Corruption (GRECO); strengthening the administrative capacity needed to implement the rules adopted on the financing of political parties and electoral campaigns; imposing effective sanctions in case of infringements; further strengthening cooperation among institutions in fight against corruption; completing the implementation of the strategy to fight corruption; enforcing regulations related to the prevention of conflict of interests, in line with international standards.

The **National Program for Adoption of Acquis** with regard to anticorruption policy intends to further pursue efficiency and effectiveness in the fight against corruption; cooperation between bodies with special authorisations will be realised in continuity and concrete results from the cooperation in the cases of corruption and information on the status of the cases of corruption will be regularly reported; improved results will be demonstrated in the inspection of the property status through the connection of databases of the SCPC, and the PRO, extended to Cadastre, MoI CS, LSGU, CDS, ORC, results to be demonstrated in the implementation of the provisions referred to in the Electoral Code related to funding election campaigns as well as funding political parties; further implementation of the legal framework for confiscation and seizure of assets from crime; training for judges and public prosecutors and authorities for implementation of the law for practical application of the provisions for confiscation and seizure of criminal proceeds; increase the transparency of financing the political parties, the issue of financing election campaigns.

The programme will contribute towards the implementation of the **Stabilisation and Association Agreement** commitment. It is Article 78 on the cooperation in fighting and preventing criminal and illegal activities organised or otherwise in particular organised crime and corruption and Article 105 on the overall objectives of the assistance, in the form of institution-building and investment for contribution to the democratic, economic and institutional reforms of the country, in line with the Stabilisation and Association process.

Reference to MIPD

The **Multi-Annual Indicative Planning Document** (MIPD) indicates that continuous efforts towards full efficiency and more comprehensive approach to fighting corruption is required. To ensure consistency and continuity of approach, to consolidate progress already made and to maintain momentum, significant further efforts are necessary in order to step up the fight against organised crime and corruption.

Reference to National Development Plan

N/A

Reference to national/ sectoral investment plans

- Annual Working Programme of the Government ;
- Working Programme of the Ministry of Justice, 2009;
- Strategic Plan of the Ministry of Justice 2009-2011;
- Action Plan of the Government for fight against corruption 2007-2011;
- State Programme for Prevention and Repression of Corruption of the State Commission for Prevention of Corruption 2007-2011.

Reference to Progress Report 2009

The **EC Progress Report 2009** states that the approach to tackling corruption is improved and overall, good progress was made on implementing anti-corruption policy. However, corruption remains prevalent and continues to be a serious problem in many areas. Continued efforts are needed, in particular as regards implementation of the legal framework, a consistent track record on checking asset declarations has not yet been established. The anticorruption structures, notably the Basic Prosecutor's Offices and the anticorruption unit within the MoI, need to be reinforced. Joint training of prosecutors and judges, including judges of the Supreme Court, on investigative measures and administration of evidence for cases of corruption and organised crime needs to be intensified. The SCPC needs to catch up with its backlog of work, and to ensure its visibility and raise the level of public trust in its independence and impartiality. State Audit Office reports and recommendations made by the SCPC are not consistently followed up. An exercise should be conducted to identify the extent and nature of corruption in the public sector to help define practical measures to combat corruption in specific sectors. Statistics relevant to anti-corruption policy need to be further developed.

ANNEX V - Details per EU funded contract

Management and contracting arrangements

The State Commission for Prevention of Corruption will be directly responsible for co-ordination and management of the project from the beneficiary side and will support the Twinning project team in organisational and technical matters.

Contact persons and contact details

Beneficiary Country (BC) Project Leader

To be defined prior to launching the Twinning Fiche.

Resident Twinning Advisor (RTA) counterpart

RTA will be defined following a selection procedure organised by the Contracting Authority from the MS countries responding to the launched fiche.

The expected contracting arrangements are:

One Twinning contract with the value of EUR 1 420 000 out of which IPA contribution will amount to EUR 1 349 000 while national contribution will amount to EUR 71 000. It is expected that the services under this arrangement will be delivered within 16 - 24 months.

Means/Input from MS Partner Administration

The project will be implemented in the form of a Twinning contract between the beneficiary country and an EU Member State. The implementation of the project requires one PL with responsibility for the overall coordination of project activities, one RTA to manage project activities and short-term experts - STE (number to be proposed by the Member State). It is essential that the team have sufficiently broad expertise to cover all the areas included in the project description. The interested Member State institution shall include in its proposal the CVs of the designated PL, RTA and the proposed STE and the specific tasks to which they will be assigned.

Profile and Tasks of the MS Project Leader

The MS project leader will detail, coordinate and control the overall thrust of the project, lead project activities, and ensure attainment of the projected output. He/she is expected to ensure that all the support from the management and staff of the MS side is available for the project. The MS project leader is fully responsible for co-ordination of the work of the experts. He/she should be a *senior official* from the respective MS body and is expected to devote a minimum of 3 days per month to the project in his/her home administration with an on-site visit at least every 3 months. In addition, he/she should coordinate, from the Member State side, the Project Steering Committee (PSC), which will meet in Skopje every three months. The MS project leader will co-manage the implementation of the project with the Project Leader from the Beneficiary Country.

BC Project Leader

The BC Project Leader will act as the counterpart of the Member State PL and will ensure close cooperation in the overall steering and co-ordination of the project. The PL's seniority will ensure his/her ability to mobilise the necessary staff in support of the efficient implementation of the project. He/she will also coordinate the Project Steering Committee (PSC) from the BC side. The role of the BC Project Leader and the MS PL counterpart are complementary. A BC RTA Counterpart will be assigned as well.

Profile and tasks of the RTA(s):

RTA(s) will be civil servants or equivalent staff (mandated body) seconded to work and to be based in the BC throughout the overall duration of the project. RTAs are made available by MS' administrations and mandated bodies to counterparts in BCs through EU funding. The seconded experts covered by these provisions remain in employment in their national administration or mandated body throughout the period of secondment.

RTA Counterpart

A RTA Counterpart will be assigned by the State Commission for Prevention of Corruption.

Profile and tasks of the RTA:Qualifications and skills

- Minimum University degree or equivalent, preferably in law, economy, finance or public administration;
- Knowledge of EU projects management rules and procedures will be an asset;
- Knowledge on the international and European standards on combating corruption.

Professional experience (minimum 10 years of general experience)

- Minimum 10 years of general professional experience in the area relevant to the assignment;
- Preferably 6 years of specific professional experience in enforcement of anticorruption legislation with anticorruption body/agency/ministry or within the judiciary or law enforcement sector;
- Previous experience in institutional building projects, trainings, organisational development, and implementation of reform measures would be an asset;
- Proven executive capacity and multidisciplinary managerial skills;
- Fluency in written and spoken English.

Additional assets are:

- Experience in implementing of chapter 23 and 24 of the EU Acquis in EU Member states or accession countries would be an asset;
- Extensive knowledge and practical experience in the area of anti-corruption policies;
- Previous experience as project coordinator/ project manager would be an asset;
- Sound knowledge of the situation in recent accession countries and candidate countries would be an asset.

Profile and tasks of the short-term experts (STE)

- All STEs should have at least 5 years of experience, preferably 5 to 8 years in the field they will cover;
- Extensive knowledge and practical experience in the area of anti-corruption;
- Fluency in written and spoken English and computer literate.

All STEs should be knowledgeable in the latest development in the international and European standards with respect to the fight against corruption.