

for the WBT Region

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Synthesis Report on the Monitored Projects of Adriatic New Neighbourhood Programme (ANNP)

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EXECUTIVE SUMMARY

This Synthesis Report presents the main cross-cutting findings drawn from monitoring 18 projects under implementation in the frame of the Adriatic New Neighbourhood Programme (ANNP), which comprise cooperation with a partner from Bosnia and Herzegovina. The monitoring and the Synthesis Report have been programmed in ROM WBT current work-plan on request from the European Commission Delegation (ECD) in Sarajevo. The monitoring of the selected 18 projects took place from 16 June to 25 July 2008.

The general goal of the ANNP is the promotion of social and economic development and cooperation among the Countries of the Adriatic Area. This programme is placed within a specific technical and financial framework, and has its legal basis in the Decision C(2004) 5554 of the EC dated 22 November 209094, together with the Financial Agreements signed with a number of West Balkans (WB) countries for the 2004 CARDS co-funding. The Overall Objective of the Programme is "to foster actual integration and to strengthen the cross border cooperation process by pursuing the following priority objectives". It is further articulated throughout three Specific Objectives, the corresponding 3 Axes and 9 Measures.

The 18 monitored projects, which were selected from an overall lot of 27 projects funded by the ECD, account for 83.4% of the overall EC contribution contracted for the total number of 27 projects, and 83.9% of the overall budget of these 27 projects. This allowed considering that the scope of the monitoring has been sufficient in order to deliver relevant cross-cutting findings and conclusions concerning the overall participation of the B&H partners in the ANNP.

The CARDS grants that were effectively contracted by the ECD and the BiH partners for the monitored projects, correspond to an average of 56,480 Euros, i.e. slightly above the minimum authorized amount of 50,000, with a maximum amount of 140,400 Euros, i.e. less than 50% of the maximum authorized amount of 300,000 Euros. The BiH partners received together some 7.5% of the total EC funding contracted for these 18 projects (INTERREG for Italian lead partners and CARDS for Eastern Adriatic partners).

The following average performance was observed in the monitored 18 projects:

Criterion	Average rating
Quality of project design	2,20
Efficiency	2,69
Effectiveness	2,74
Impact	2,89
Sustainability	2,91
AVERAGE	2,69

The average values above, which can be considered as "minimum acceptable" within the total absolute range going from 1 or "D" (very bad indeed) to 4 or "A" (excellent), are below the observed average performance scoring of BiH national projects, equivalent to 2.84 (projects monitored from December 2007 to end June 2008). In addition, this mean value may hides a very contrasting reality of projects performing in a more or less acceptable way but which all suffer from serious design and formulation flaws: out of 18 monitored projects, 11 are scored either C or D for "Quality of Project Design" (i.e. equal or below 2.50). The best scored criteria are Sustainability followed by Impact, which is in line with the observed the fairly satisfactory performance of the BiH partners in their activity of implementing what they have more precisely planned to do and for what they have contracted the EC grants.

When it comes to the question of success stories, it is difficult to single out one real success story from the lot of 18 monitored projects, taking into consideration that most of them have been penalized by their poor design and, quite often, this design's incapacity to adapt to more specific needs and expectations of the BiH partners. One project is nevertheless highlighted in order to show how an extremely poorly designed project can turn out into a "local success story": this is the case of the Project CRIS 142533 "INFIORE" (Municipality of Tuzla), which is also quite comparable to the situation of the Project CRIS 139426 "Adriatic Seaways" (Municipality of Neum).

As concerns the lessons learnt these are certainly not "project" or "BiH" specific but, above all, directly related to the design, procedural and implementation procedures of the ANNP – they are recapitulated below together with the corresponding monitoring recommendations:

Lesson Learnt	Recommendation
Lack of appropriate coordination between INTERREG & CARDS in the technical concept & formulation of the programme	Ensure the absolutely needed stronger coordination within the EC when it comes to "merging" the programmes funded by different financial instruments
Poor design of the programme omitting to place its methodology within the overall PCM framework	Project Cycle Management (PCM) methodology in general and mandatory design and usage of the Logical Framework Approach (LFA) should be an integrated part of the programme
Insufficient participation of the ECD in the contracting procedure	The role and the participation of the ECDs in non-EU countries (West Balkans in this example) covered by a programme should be involved in a tighter and more integrated way in the overall programme cycle
Gap in the implementation periods between the Italian lead partners and their respective Eastern Adriatic partners	The time schedule of all the projects should be the same for all the partners. In addition, it would be very useful to introduce mandatory presentation of an inception report
Very poor or no ownership of the projects by the B&H partners	Mandatory participation of all the potential partners in the project design and programming and in the drafting of the corresponding application.

In conclusion:

All these weaknesses have also directly led to a work overload for both the BiH partners and the ECD itself: the former were obliged, in a number of cases, to redefine their budgets (after the corresponding grant contracts had already been signed) in order to adapt them as much as possible to their effective needs, and the latter were led to handle a number of corresponding requests for authorizations of such changes (addenda etc), with, in addition, the evident risk of loosing some of the grant amounts due to the procedural constraints (budget reshuffling remaining within 15% difference between different budget lines).

INTRODUCTION

This Synthesis Report presents the main cross-cutting findings drawn from the monitoring of 18 projects under implementation in the frame of the Adriatic New Neighbourhood Programme (ANNP), which comprise cooperation with a partner from Bosnia and Herzegovina. The monitoring and the Synthesis Report have been programmed in ROM WBT current work-plan on request from the European Commission Delegation (ECD) in Sarajevo.

The monitoring of the selected 18 projects took place from 16 June to 24 July 2008, and a general debriefing meeting was held with the Task Manager, ECD, on 25 July 2008.

The present report is structured as follows:

One Programme Synopsis

Two Work Plan

Three Insights of the Programme

Four Special Issues

Five Success Stories?

Six Conclusions and Recommendations

In addition, the Annex recapitulates all the monitoring reports produced in the frame of this overall mission.

1. PROGRAMME SYNOPSIS

1.1. Background and Intervention Logic of the Programme

The INTERREG programme, first launched in 1990, has aimed to promote cooperation among regions on the EU border areas. Within the scope of INTERREG III, the Adriatic Initiative was approved in 2000.

The CARDS Neighbourhood Programme (NP) directly reflects the policy objective of the Commission Communication on Wider Europe and on paving the Way to a Neighbourhood Instrument. Based on these policy recommendations, the CARDS NP aims in its initial phase at addressing common issues arising from proximity such as economic development of the border areas, environment, etc.

The general goal of the INTERREG IIIA Adriatic Cross-border Operational Programme, called "Adriatic New Neighbourhood Programme INTERREG/CARDS-PHARE" (hereafter ANNP), is the promotion of social and economic development and cooperation among the Countries of the Adriatic Area. This programme is placed within a specific technical and financial framework, and has its legal basis in the Decision C(2004) 5554 of the EC dated 22 November 209094, together with the Financial Agreements signed with a number of West Balkans (WB) countries for the 2004 CARDS co-funding.

The Overall Objective of the Programme is "to foster actual integration and to strengthen the cross border cooperation process by pursuing the following priority objectives". It is further articulated throughout three specific objectives, the corresponding Axes and Measures, as recapitulated overleaf.

The eligible participants are recapitulated below:

Italian Adriatic Regions (INTERREG funding)	Provinces of Rovigo, Ferrara, Forlě-Cesena, Rimini, Ravenna, Pesaro, Ancona, Macerata, Ascoli Piceno, Teramo, Pescara, Chieti, Campobasso, Foggia, Trieste, Gorizia, Udine, Venezia, Bari, Brindisi, Lecce, Padova, L'Aquila and Isernia. All these provinces belong to the 7 Italian Adriatic Regions (IAR).
Eastern Adriatic Countries (EAC)	In the area of the CARDS Countries, eligible are the whole areas of Albania, Bosnia and Herzegovina, Croatia, Serbia and Montenegro, which together are referred to as Eastern Adriatic Countries (EAC), and whose participation has been financed through "external" CARDS funds.

Objectives of the ANNP and Priority Issues (Programme 2004-2006)

Overall Objective	The strategy underlying the ANNP aims to process by pursuing the following priority of		gthen the cross border cooperation		
Specific Objectives	1. Promotion of the sustainable development of urban, rural and coastal territories by assisting with environment protection, an increase in energy efficiency and development of renewable energy, improvements in transport, telecommunications, networks, information and communication services and water & energy systems	2. Integration of cross-border regions, overcoming the barriers and peripheral-location conditions by fostering business enterprise and the creation of a favourable situation for the development of small and medium enterprises, including the tourism and fishing sectors, and improvement of the overall competitiveness of the productive system	3. Institutional strengthening, systems harmonization, an increase in juridical and administrative cooperation, development of local employment initiatives, help with social integration and opportunities in the labour market, encouragement and valorisation of human and institutional resources, research and development equipment, education, culture, communications, health and civil protection		
Axes	Axis 1: Protection and enhancement of the environment, culture and infrastructures of the cross-border territory	Axis 2: Economic integration of the cross-border production systems:	Axis 3: Actions to strengthen cooperation		
Measures	1.1 Protection and enhancement of the environment, culture and infrastructures of the cross-border territory and improvement of energy efficiency	2.1 Improvements in competitiveness and cooperation	3.1 Qualification of human resources, professional upgrading and innovative social promotion and labour market initiatives		
	1.2 Developing and empowering cross-border transportation, telecommunications and energy infrastructure and networks	2.2 Cross-border cooperation in primary sector, fishing included, and secondary sector	3.2 Institution building and cooperation in communications and research between institutions to promote system harmonization		
	1.3 Developing and empowering tourism and cultural infrastructures	2.3 Cross-border cooperation in tourism and culture	3.3 Crime prevention and improving security		

1.2. Monitored Projects Covered by the Synthesis Report

This Synthesis Report (SR) covers the main findings from the monitoring of the activities of 18 projects of this programme in Bosnia and Herzegovina. It responds to the request by the EC Delegation to B&H to monitor a "critical mass" of the projects in question, to be chosen from a long list of 27 projects which comprise the participation of a B&H partner, co-funded by external CARDS funds, contracted between the EC Delegation and the B&H project authorities and in order to make sure that the overall findings that will have been drawn from the monitoring missions covering the selected sample of projects will be representative of this lot of 27 projects taken as a whole.

In terms of their relative weight within the overall lot of 27 projects, it is noted that the 18 monitored projects account for:

- 83.4% of the overall EC contribution contracted for the total number of 27 projects, and
- 83.9% of the overall budget of these 27 projects.

It is therefore believed that the scope of the monitoring is more than sufficient in order to deliver relevant findings and conclusions concerning the overall participation of the B&H partners in this Programme.

It is underlined that the monitoring of these 18 projects covered only the projects' activities in Bosnia and Herzegovina, excluding the activities in other East Adriatic partner countries and the activities of the projects' Italian lead partners (ILP).

The table 1 overleaf recapitulates the list of the monitored projects with a brief definition of their basic targets.

Table 1: ANNP Projects monitored and covered by the Synthesis Report

N	CRIS	Project Title	Project Authority	End date	EC Budget	Short description
1	139430	ADRIATIC NNP: AIA - Aquaculture in Adriatic - project No 90	Lokalna inicijativa za razvoj - LIR, BiH	23/05/09	48.000	The project aims to develop synergies and technical-scientific collaborations as well as productive and commercial ones within a transfrontier context, through exchange and sharing of experience, activities and good practices carried out in lagoon and coastal sites and also in hinterland's sites of the two sides of the Adriatic, in the aquaculture sector.
2	139443	ADRIATIC NNP: ADRIA FOOD QUALITY - project No 92	Lokalna inicijativa za razvoj - LIR, BiH	18/05/09	45.000	The project aims to contribute to creating an inter-Adriatic space for the development of production of healthy and quality livestock and fruit and vegetables from the origin to the consumer through a series of integrated actions, aimed at passing experience and operative capacities in the countries of the East Adriatic area, relevant to 4 aspects that are strategic for modern agricultural-foodstuff industry: quality and standards, safe foodstuffs, processes of certification, diversification.
3	139436	ADRIATIC NNP: AXIX2, measure 2.3 - Crossborder cooperation in tourism and culture - NAP project No 79	National Park Kozara	31/12/08	40.799	The objective is to promote, enhance and conserve the natural resources of the Parks and natural oases of the Adriatic region by 1) using computer science to network the services they offer. Networking of the Parks of the Italy Adriatic Region (IAR) area and of the East Adriatic Countries (EAC); 2) Diversifying the tourist offer of the Adriatic Basin and partner countries; 3) Widening the opportunities to use natural areas; 4) Creating new job opportunities, new expertise and new economic activities; 5) Raise young people's awareness of the richness and biodiversity of natural parks and of their integration in the system of Adriatic Parks; 6) Place the Adriatic area on international markets.

4	139426	ADRIATIC NNP: ADRIATIC SEAWAYS - project No 137	Municipality of Neum	22/12/08	54.345	The project aims at promotion creation of a model of integrated tourist development and supporting conservation of the cultural patrimony of the interested territory, by matching initiatives of animation and tourist promotion of municipalities involved, starting from the history of connecting seaways.
5	143132	ADRIATIC NNP: Structural Actions to Relate SMEs (S.T.A.R.S.) - Measure 2.2 / Cross-border cooperation in primary sector, fishing included, and secondary sector, project No 132	City of Mostar, Bosnia and Herzegovina	14/08/09	37.000	The project aims to develop processes of internationalisation of the SMEs, those from the secondary sector particularly; aiming to promote cooperation and the birth of stable economic relations among the SMEs in the Adriatic region. More particularly, this project seeks to create and start an advanced method of real services directed to offer consultancy and support to the Adriatic SMEs, in the various phases of the achievement of several strategies of internationalisation.
6	142561	ADRIATIC NNP: B.A.R.C.A. in the Adrias Kolpos - project No 19	Museum of East Bosnia, Tuzla	20/02/10	76.139	The project aims at protection and enhancement of historical, cultural, architectural and language heritage of the cross-border area, as well as at carrying out interventions and exchanges in the field of goods cataloguing and protection and enhancement of the above heritage in the cross-border area.
7	142553	ADRIATIC NNP: Protection and enhancement of the environment, culture and infrastructure of cross border territory - Measure 1.3 / Development and strengthening of tourism and culture infrastructures - INFIORE, project No 76	Municipality of Tuzla, Bosnia and Herzegovina	03/04/09	37.261	The project objective is to connect territories of the Adriatic area for a common action on the theme of urban green as an important element for urban quality, sustainable development and integrated tourism promotion of the cities of the Adriatic region.
8	140149	ADRIATIC NNP: Measure 2.1 FACILITY - project No 30	Regional Development Agency for Central BiH Region (REZ)	01/09/08	42.787	The project aims to (1) to strengthen institutional cooperation between partners that can meet the need for more competitiveness and innovation amongst SMEs to help the internationalisation process; (2) to stimulate and to ensure the highest visibility of business opportunities for SMEs in the Adriatic Area through an efficiently designed/organised system of dissemination, information and promotion; (3) to establish regular cooperation between the SMEs of Italy and the Balkan Area; (4) to support the growth and internationalisation of business by increasing

						the visibility and economic attractiveness of the Adriatic Cross-Border Territory; (5) to contribute to economic growth of BiH and Serbia, boosting investments for SMEs and facilitating access to credit facilities; and (6) to develop capacity building activities focused on the use of European Funds and Schemes.
9	139440	ADRIATIC NNP: ADRIA - Net - project No 273	Zenica-Doboj Canton Business Service Centre	06/12/09	40.680	The project aims to (1) enforce the international visibility of the participating territories in hope to increment tourism attraction, ignite larger flow of tourists and limit marginality; (2) promote the cross-border cooperation as a structural developmental model of competitive potential; (3) favour stronger cultural integration and cooperation; (4) favour creation of virtual business community; and (5) enforce capabilities of international relationships of the entire local territorial system.
10	140401	ADRIATIC NNP: FaREAdri - project No 194	Zenica-Doboj Canton Business Service Centre	12/04/09	40.000	The project aims to speed up the process of stabilisation in the Adriatic cooperation areas and thus facilitate the process towards the economic and social cohesion through consolidation and strengthening of institutional network.
11	141180	ADRIATIC NNP: Measure 2.2, axe 2.2.2 Strengthening services to fishing and Farmal enterprises - Marchigiana Cattle Breed in Western Balkans. A cross border cooperation and sustainable plan MARCBAL, project No 276	Faculty of Agriculture and Food Sciences - University of Sarajevo	26/11/08	49.900	The project aims to promote sustainable development of the agriculture districts; 2) Improve integration through cross border cooperation to overtake boundaries and undeveloped conditions; 3) Reinforce the public and private assistance structure to the primary sector; 4) Creation of knowledge networks for the modernization of the primary productive row, innovation of services and offered technologies, improvement of accessibility to services.

12	140402	ADRIATIC NNP: DILMA - Develop Integrate Labour Market of Adriatic area, project No 29	Labour and Employment Agency of Bosnia and Herzegovina	19/12/08	44.757	The project aims to 1) Stimulate the transboundary collaboration of authorities of the Third Countries and public & private involved actors to support integration, exchange of information, experiences and good general rules in the management of the labour market of the Adriatic basin; 2) Exploit and qualify professional skills of employees of the Public Services for the Employment and of private subjects (authorised & accredited) on services for work/employment; 3) Reinforce the institutional cooperation for the improvement of the Employment Services with the aim of support the matching between supply and demand of the labour market of all countries involved in the initiative; and 4) Create networks between local administrations.
13	140922	ADRIATIC NNP: Project Agency Cooperation Education - P.A.C.E., project No 202	Education from Conflict to Internationalism - United World College of the Adriatic	21/05/09	140.400	Improvement of reciprocal knowledge between partner countries in the field of secondary education; increasing cooperation and integration between secondary education systems of partner countries; introduction of didactic modules with innovative contents and introduction of teaching methodologies fostering responsibility of students and development of critical thinking; creation of network between education systems for research and support in favour of innovation; valorisation and professional training of teachers.
14	141181	ADRIATIC NNP: Measure 3.2 - Institution building and cooperation in communications and research between institutions to promote systems harmonisation - ADRIATIC NETWORK FOR INSTITUTIONAL COOPERATION - ADRIANET, project No 118	Sarajevo Regional Development Agency - SERDA	05/05/09	48.204	The project aims to develop the exchange of practices aiming at the systems harmonisation between different local management systems, as well as institution building through the promotion of structured cooperation among entities from different geographical areas.
15	142536	ADRIATIC NNP: PLATFORM ENHANCING ADRIATIC LINKS in EUROPE (PEARL.EU) - project No 189	Municipality of Zavidovici	28/02/09	76.033	The project aims 1) Strengthening of common competences of Italian and Balkan public administration; 2) Trans-border activities on the research and studies towards overcoming of legal and administrative barriers; 3) Common training, promotion of reciprocal knowledge and exchange of good practices between local authorities and civil society; 4) Realization of thematic partnership agreements and action

						plans between cities and civil society; 5) Development of case studies of participatory planning process between citizens and local administration.
16	140395	ADRIATIC NNP: SIMCA - Scientific cooperation between research institutions for the study of airborne particles in Important Cities of the Adriatic area - project No 38	University of Sarajevo, Faculty of Science, Department of Chemistry - Analytical Chemistry	25/04/09	96.975	The general objective of the SIMCA project is the strengthening of the co-operation among the present control authorities in the different states that have similar scientific skills or different expertise by means of a continuous control study of the atmospheric pollution from the fine particles. This study envisages seconding skills in sampling, measurement and elaboration of chemical, physical and meteorological parameters of the network.
17	139435	ADRIATIC NNP: BIO-for-ENERGY, Foster development of Agro-Energetic Chain Models through cross-border cooperation and knowledge - project No 337	Lokalna inicijativa za razvoj - LIR, BiH	07/02/09	54.352	The project aims to define a model for valorisation of agro-forest biomass as a renewable source for energy production shared on the cross-border basis and providing creation of energetic chains based on production / recovery of biomass, any probable transformation and subsequent energetic utilisation.
18	141030	ADRIATIC NNP: Enhancing local endogenous human and natural resources, through cooperation, for development of thermal tourism - project No 338	Accredited Regional Development Agency (ARDA) of North-West BiH	06/04/09	44.010	The general objective of the Thermalis project consists in appreciating the common thermal heritage present in the Adriatic Euro Region, through a series of actions oriented to increase the cohesion and integration factors of the whole area involved in the Interreg IIIA Programme – Adriatic Cross-border.

1.3. EC Funding Aspects of the Monitored Projects

The overall amounts made available under the ANNP Call for Proposals (CfP) were determined as follows:

Internal INTERREG amount (to fund the Italian Adriatic Regions - IARs):

- minimum amount 200,000 Euros
- maximum amount 1,200,000 Euros
- minimum IARs contribution 15% of the total cost

External CARDS/PHARE amount (to fund the East Adriatic Countries - EACs):

minimum amount
 maximum amount
 minimum EACs contribution
 50,000 Euros
 300,000 Euros
 10% of the total cost

It is important to comment here on the CARDS grants that were effectively contracted for the B&H "EAC" partners, in the light of the programme conditions above:

- over the whole lot of 27 projects, the average EC contribution was 44,926 Euros, i.e. below the above minimum threshold of 50,000 Euros, and the biggest EC contribution amounted to 140,400 Euros, i.e. less than 50% of the allowed maximum amount of 300,000 Euros.
- Over the considered and monitored 18 projects, the average EC contribution was 56,480 Euros, i.e. slightly above the minimum amount of 50,000 and the biggest EC contribution amounted to 140,400 Euros, i.e. less than 50% of the maximum amount of 300,000 Euros.

This discrepancy with the programme conditions could not be explained and the monitoring team has not found any formal documents (addendum or corrigendum to the ANNP CfP conditions), allowing to explain the issue. This issue is further commented in Chapter 6. One can nevertheless observe that the B&H partners received together some 7.5% of the total EC funding contracted for these 18 projects, a share higher than that of other EAC partners in these projects.

The table overleaf provides a comprehensive picture of the structure of EC funding contracted for the 18 monitored projects, including the grants given to the Italian Lead Partners and to their EAC partners, which is also illustrated in the chart below.

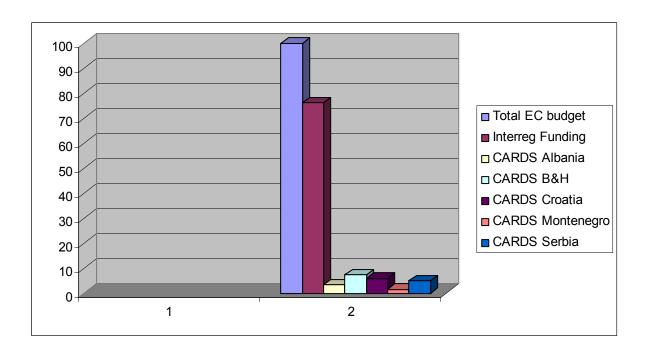


Table 2: Budget Structure of the Projects funded under the Adriatic New Neighbourhood Programme Monitored in Bosnia & Herzegovina (in Euro)

N°	Project	CRIS N°	Total	INTERREG F	NTERREG Funding												
			EC Budget	Amount	%	Albania	%	B&H	%	Croatia	%	Montenegro	%	Serbia	%	TOTAL	%
1	Agriculture in Adriatic	139430	717.000	450.000	62,8	48.000	6,7	48.000	6,7	125.500	17,5	45.500	6,3		0,0	267.000	37,2
2	Adria Food Quality	139443	625.550	365.000	58,3	43.000	6,9	45.000	7,2	76.000	12,1	42.200	6,7	54.350	8,7	260.550	41,7
3	Tourism and Culture	139436	1.291.416	1.101.359	85,3	89.082	6,9	40.799	3,2	20.856	1,6	0	0,0	39.320	3,0	190.057	14,7
4	Adriatic Seaways	139426	915.487	771.675	84,3	0	0,0	54.345	5,9	41.895	4,6	47.572	5,2	0	0,0	143.812	15,7
5	STARS	143132	648.100	531.100	81,9	0	0,0	37.000	5,7	43.000	6,6	37.000	5,7	0	0,0	117.000	18,1
6	BARCA	142561	1.217.204	1.009.275	82,9	0	0,0	76.139	6,3	110.500	9,1	0	0,0	21.290	1,7	207.929	17,1
7	INFIORE	142553	697.338	472.499	67,8	57.998	8,3	37.261	5,3	100.080	14,4	0	0,0	29.500	4,2	224.839	32,2
8	Facility - Italy - Adriatic	140149	287.627	201.118	69,9	0	0,0	42.787	14,9	0	0,0	0	0,0	43.722	15,2	86.509	30,1
9	Adria Net Project N° 273	139440	723.180	637.500	88,2	0	0,0	40.680	5,6	0	0,0	0	0,0	45.000	6,2	85.680	11,8
10	FAREADRI	140401	473.450	285.500	60,3	55.950	11,8	40.000	8,4	20.000	4,2	0	0,0	72.000	15,2	187.950	39,7
11	MARCBAL	141180	439.400	389.500	88,6	0	0,0	49.900	11,4	0	0,0	0	0,0	0	0,0	49.900	11,4
12	DILMA	140402	1.175.526	1.041.600	88,6	44.579	3,8	44.757	3,8	44.590	3,8	0	0,0	0	0,0	133.926	11,4
13	PACE	140922	836.780	556.580	66,5	0	0,0	140.400	16,8	51.300	6,1	31.500	3,8	57.000	6,8	280.200	33,5
14	ADRIANET	141181	595.604	380.000	63,8	42.400	7,1	48.204	8,1	53.550	9,0	0	0,0	71.450	12,0	215.604	36,2
15	PEARL.EU	142536	886.033	600.000	67,7	30.000	3,4	76.033	8,6	90.000	10,2	30.000	3,4	60.000	6,8	286.033	32,3
16	SIMCA	140395	462.576	260.000	56,2	0	0,0	96.975	21,0	0	0,0	0	0,0	105.601	22,8	202.576	43,8
17	BIO For Energy	139435	682.285	541.128	79,3	0	0,0	54.352	8,0	43.454	6,4	0	0,0	43.351	6,4	141.157	20,7
18	TERMALIS	141030	823.456	690.566	83,9	44.440	5,4	44.010	5,3	0	0,0	0	0,0	44.440	5,4	132.890	16,1
TOTA	L EC BUDGET		13.498.012	10.284.400	76,2	455.449	3,4	1.016.642	7,5	820.725	6,1	233.772	1,7	687.024	5,1	3.213.612	23,8

2. WORK PLAN

2.1. Monitoring Approach

The portfolio of EC-funded Projects in the WBT consists of various types of projects which mainly differentiate by their:

- Design
- Geographical location
- Size and complexity
- Centralized (regional projects) or deconcentrated (national projects) management

There are two main types of projects, to which projects can be grouped: (a) National (bilateral), (b) Regional. The specificity of the monitored projects is that they are national BiH components of wider regional cross-border cooperation projects, which combine INTERREG and CARDS funding. Another specificity is the question of their monitorability¹, since, as underlined above, the average BiH budget of the monitored projects is extremely low – 56,480 Euros.

2.2. Preparation and Implementation of Monitoring Missions

It is precised that the 18 projects covered by this Synthesis Report were monitored in the overall frame of the monitoring portfolio of national projects for Bosnia and Herzegovina, as agreed with the EC Delegation in Sarajevo. In addition, and in response to the ECD Task Manager's request, this Synthesis Report presents an overall conclusion of the monitoring visits conducted for the above mentioned projects, with a focus on certain cross-cutting issues, being stated that all the project-specific monitoring findings are delivered in the corresponding monitoring reports (see Table 4 for the monitoring references).

Table 3: Overview of the monitoring activity for the ANNP

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Statistics of the Programme Monitoring Activity from 16/06/08 to 25/07/08										
N° of projects monitored	18	N° of monitoring reports	18							
N° of specified sectors covered (at the level of CRS code)	11	€ covered (All projects monitored)	1.016.642							
N° of missions undertaken	18	Average size of Project monitored (€)	56.480							

The preparation of the missions was done based on the project documentation obtained from the ECD Task Manager and from the concerned Project Authorities, as well as detailed contact information on project partners and target groups/beneficiaries obtained from the Project Authority. The monitoring visits to respective leading partners, beneficiaries and stakeholders were organised by and coordinated with the assistance of the Project Authorities.

Briefing meetings with Project Authorities and partners were timely announced and organised with no changes to the set dates. The progress reports and relevant project documentation were readily prepared for the monitor's reference, with additional available project documentation provided to update on the current implementation stage. Monitoring visits to respective target groups and beneficiaries were smoothly organised and coordinated by Project Authorities, without any postponements or delays.

¹ ROM methodology focuses on monitoring of projects with a budget of 1Meuro and above, and tolerates monitoring of smaller projects, on specific ad hoc request by the Task Management (whether centralized for regional projects or EC Delegations for national projects).

Table 4: Projects Monitored – Monitoring Periods and Monitoring Reports' References

#	Period	Project Monitored	Monitoring Reports produced
1	16/06/2008	ADRIATIC NNP: AIA - Aquaculture in Adriatic - project No 90	MR-105000.01
2	18/06/2008 16/06/2008 -	ADRIATIC NNP: ADRIA FOOD QUALITY - project No 92	MR-105140.01
	26/06/2008		
3	03/07/2008 - 04/07/2008	ADRIATIC NNP: AXIX2, measure 2.3 - Cross-border cooperation in tourism and culture - NAP project No 79	MR-105540.01
4	23/07/2008 - 24/07/2008	ADRIATIC NNP: ADRIATIC SEAWAYS - project No 137	MR-106680.01
5	22/07/2008 - 23/07/2008	ADRIATIC NNP: Structural Actions to Relate SMEs (S.T.A.R.S.) - Measure 2.2 / Cross- border cooperation in primary sector, fishing included, and secondary sector, project No 132	MR-106540.01
6	17/07/2008 18/07/2008	ADRIATIC NNP: B.A.R.C.A. in the Adrias Kolpos - project No 19	MR-106681.01
7	17/07/2008 - 21/07/2008	ADRIATIC NNP: Protection and enhancement of the environment, culture and infrastructure of cross border territory - Measure 1.3 / Development and strengthening of tourism and culture infrastructures - INFIORE, project No 76	MR-105980.01
8	24/06/2008	ADRIATIC NNP: Measure 2.1 FACILITY - project No 30	MR-105440.01
9	25/06/2008 09/07/2008	ADRIATIC NNP: ADRIA - Net - project No 273	MR-106000.01
10	11/07/2008 09/07/2008 - 11/07/2008	ADRIATIC NNP: FaREAdri - project No 194	MR-106160.01
11	16/06/2008 - 18/06/2008	ADRIATIC NNP: Measure 2.2, axe 2.2.2 Strengthening services to fishing and Farm enterprises - Marchigiana Cattle Breed in Western Balkans. A cross border cooperation and sustainable plan MARCBAL, project No 276	MR-104941.01
12	14/07/2008 - 18/07/2008	ADRIATIC NNP: DILMA - Develop Integrate Labour Market of Adriatic area, project No 29	MR-106183.01
13	12/06/2008	ADRIATIC NNP: Project Agency Cooperation Education - P.A.C.E., project No 202	MR-105920.01
14	20/06/2008	ADRIATIC NNP: Measure 3.2 - Institution building and cooperation in communications and research between institutions to promote systems harmonization - ADRIATIC NETWORK	MR-106420.01
15	18/07/2008 21/07/2008 -	FOR INSTITUTIONAL COOPERATION - ADRIANET, project No 118 ADRIATIC NNP: PLATFORM ENHANCING ADRIATIC LINKS in EUROPE (PEARL.EU) - project No 189	MR-106440.01
16	24/07/2008 20/06/2008	ADRIATIC NNP: SIMCA - Scientific cooperation between research institutions for the study of airborne particles in Important Cities of the Adriatic area - project No 38	MR-105600.01
17	26/06/2008	ADRIATIC NNP: BIO-for-ENERGY, Foster development of Agro-Energetic Chain Models through cross-border cooperation and knowledge - project No 337	MR-106100.01
18	18/06/2008	ADRIATIC NNP: Enhancing local endogenous human and natural resources, through cooperation, for development of thermal tourism - project No 338	MR-105321.01

3. Insights of the Programme

3.1. Programme Performance by Monitoring Criteria

The following table presents the average performance of the 18 monitored projects:

Table 5: Average ratings per each main criterion

Criterion	Average rating	Sample (Number of Projects)	Sample (Number of Monitoring Reports
Quality of project design	2,20	18	18
Efficiency	2,69	18	18
Effectiveness	2,74	18	18
Impact	2,89	18	18
Sustainability	2,91	18	18
AVERAGE	2,69	18	18

The average values above, which can be considered as "minimum acceptable" within the total absolute range going from 1 or "D" (very bad indeed) to 4 or "A" (excellent), are nevertheless below the observed average performance scoring of BiH national projects², equivalent to 2.84.

In addition, and this is important to underline, this mean value may hide a very contrasting reality of projects performing in a more or less acceptable way but which all suffer from serious design and formulation flaws: out of 18 monitored projects, 11 are scored either C or D for "Quality of Project Design" (i.e. equal or below 2.50).

3.2. Projects Performance by Monitoring Criteria and Prime Issues

The table 6 below presents the more detailed insight in the scoring of the monitored projects by monitoring criteria and their related "prime issues". What is important to observe in this table is a visible gap between "Design" (2.20) on the one hand, and all other criteria: Effectiveness (2.74), Impact (2,89) and Sustainability (2.91), which reflects the following situation:

- whereas the projects' design had to be monitored on the basis of the overall projet idea, concept, structure and programme, solely conceived and drafted by the Italian Lead Partners (ILP), the projects' Efficiency, Effectiveness and Impact were appraised on the level of the BiH components only;
- this allowed to reach well balanced findings which (i) would not penalize the BiH partners for the project design and organization weakness for which they cannot bear any significant responsibility and (ii) would look at what precisely have the BiH partners been doing in the monitored projects and how the EC contribution contracted by them with the ECD has been effectively used and for what purpose.

If the extreme examples are observed, one can note that:

the best average performance is observed with the project 139436 "NAP Culture and Tourism", implemented by the National Park of Kozara (total average 3.08, scoring "bbbbb"), followed by the project 140401 "FAREADR" implemented by the Zenica-Doboj Canton Business Service Centre (total average 3.03, scoring "bbbbb");

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² 1st 6-Monthly Management Report for the period 16/01/08 to 30/06/08

the poorest performance is observed with the project 140402 "DILMA", implemented by the Labour and Employment Agency of BiH (total average 1.50, scoring DDDCC), followed by the project 142561 "BARCA" implemented by the Museum of East Bosnia (total average 2.33, scoring "dccbb").

It is nevertheless important to underline that this overall weak performance is above all due to the extremely poor design and absence of any appropriate project organization and leadership on behalf of the Italian Lead Partners, and not really to any deficiency of the BiH partners.

Table 6: Average ratings for main criteria and prime issues

Table 6	Average ratings for in					ects														
Code	Criterion	139430	139443	139436	139426	143132	142561	142553	140149	139440	140401	141180	140402	140922	141181	142536	140395	139435	141030	Average
M1	Quality of project design	2,00	3,00	3,00	2,00	2,00	1,00	1,00	2,30	2,30	3,00	2,30	1,30	2,00	1,70	1,70	3,00	3,00	3,00	2,20
M11	Actual Relevance	2,00	3,00	3,00	2,00	2,00	1,00	1,00	3,00	3,00	3,00	3,00	2,00	2,00	1,00	1,00	3,00	3,00	3,00	2,28
M12	Feasibility & flexibility	2,00	3,00	3,00	2,00	2,00	1,00	1,00	2,00	2,00	3,00	2,00	1,00	2,00	2,00	2,00	3,00	3,00	3,00	2,17
M2	Efficiency	2,80	2,20	2,80	2,60	2,80	2,20	3,20	3,00	2,60	3,20	2,80	1,20	2,80	2,80	2,40	3,00	3,00	3,00	2,69
M21	Input availability	2,00	2,00	2,00	3,00	3,00	2,00	3,00	3,00	3,00	3,00	2,00	1,00	3,00	3,00	2,00	3,00	3,00	3,00	2,56
M22	Activity timeliness	3,00	2,00	3,00	3,00	3,00	2,00	4,00	3,00	3,00	3,00	3,00	2,00	3,00	3,00	2,00	3,00	3,00	3,00	2,83
M23	Results achievement	3,00	2,00	3,00	2,00	3,00	2,00	3,00	3,00	2,00	3,00	3,00	1,00	3,00	3,00	3,00	3,00	3,00	3,00	2,67
M24	Partner contribution & involvement	3,00	3,00	3,00	3,00	2,00	3,00	3,00	3,00	3,00	4,00	3,00	1,00	2,00	2,00	2,00	3,00	3,00	3,00	2,72
М3	Effectiveness	2,67	2,67	3,00	3,00	3,00	2,45	4,00	2,55	2,55	2,55	3,00	1,22	2,78	2,33	3,00	3,00	3,00	2,55	2,74
M31	Accessibility of results	3,00	3,00	3,00	3,00	3,00	2,00	4,00	3,00	3,00	3,00	3,00	2,00	2,00	2,00	3,00	3,00	3,00	3,00	2,83
M32	Use of results	2,00	2,00	3,00	3,00	3,00	2,00	4,00	3,00	3,00	3,00	3,00	1,00	3,00	3,00	3,00	3,00	3,00	3,00	2,78
M33	Project Purpose achievement	3,00	3,00	3,00	3,00	3,00	3,00	4,00	2,00	2,00	2,00	3,00	1,00	3,00	2,00	3,00	3,00	3,00	2,00	2,67
M34	Status of previous key observations	N/A																		
M4	Impact	2,00	2,00	3,50	3,00	3,00	3,00	3,00	3,00	3,00	3,50	3,00	2,00	3,00	3,00	3,00	3,00	3,00	3,00	2,89
M41	Ensuring of impact achievement	2,00	2,00	4,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	2,00	3,00	3,00	3,00	3,00	3,00	3,00	2,89
M42	Wider planned effects	2,00	N/A	3,00	3,00	3,00	3,00	3,00	3,00	3,00	4,00	N/A	2,00	3,00	3,00	3,00	3,00	3,00	3,00	2,94
M43	Status of previous key observations	N/A																		
M5	Sustainability	2,44	3,00	3,11	3,22	3,00	3,00	3,70	2,89	2,89	2,89	2,89	1,78	2,90	2,63	2,63	3,11	3,11	3,20	2,91
M51	Economic viability	2,00	3,00	3,00	3,00	3,00	3,00	4,00	3,00	3,00	3,00	3,00	2,00	3,00	2,00	2,00	3,00	3,00	3,00	2,83
M52	Local ownership	3,00	3,00	3,00	3,00	3,00	3,00	4,00	3,00	3,00	3,00	3,00	1,00	3,00	3,00	3,00	3,00	3,00	3,00	2,94
M53	Policy support	2,00	3,00	3,00	3,00	3,00	3,00	3,00	2,00	2,00	2,00	2,00	2,00	2,00	3,00	3,00	3,00	3,00	3,00	2,61
M54	Institution building	2,00	3,00	3,00	4,00	3,00	3,00	4,00	3,00	3,00	3,00	3,00	2,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00
M55	Socio-cultural adequacy	3,00	3,00	3,00	3,00	3,00	3,00	4,00	3,00	3,00	3,00	3,00	2,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00
M56	Gender equality	N/A	N/A	N/A	N/A	N/A	N/A	3,00	N/A	N/A	N/A	N/A	2,00	3,00	N/A	N/A	N/A	N/A	4,00	3,00
M57	Technology appropriateness	3,00	3,00	3,00	3,00	N/A	3,00	3,00	3,00	3,00	3,00	3,00	1,00	3,00	3,00	3,00	4,00	4,00	4,00	3,06
M58	Consideration for environ. protection	3,00	3,00	4,00	4,00	N/A	3,00	4,00	3,00	3,00	3,00	3,00	N/A	3,00	N/A	N/A	3,00	3,00	3,00	3,21
	TOTAL AVERAGE	2,38	2,57	3,08	2,76	2,76	2,33	2,98	2,75	2,67	3,03	2,80	1,50	2,70	2,49	2,55	3,02	3,02	2,95	2,69

3.3. Strong and Weak Points by Criterion

The strengths and the relative weaknesses of the monitored projects are presented in the table below (the definition of all the main criteria and sub-criteria are provided in the Table 6 above). It can be seen in particular that:

- the best scored criteria are Efficiency (M2), Effectiveness (M3), Impact (M4) and Sustainability (M5), which is in line with the statement above concerning the fairly satisfactory performance of the BiH partners when it comes to the implementation of what they have planned to do (whether or not this is directly linked to the project goals defined by the Italian Lead Partners) and for what they have contracted grants with the ECD;
- the weakest score is found, as underlined, in Design (M1), and this goes both for the Design Quality (M11) and for its Feasibility & Flexibility (M12), i.e. the capacity of the project authors to adapt the initial design to the projects' reality and to the needs and the expectations of its (EAC) partners.

Table 7: Strong and weak points per main criterion and sub-criterion

1	Project	139430	139443	139436	139426	143132	142561	142553	140149	139440	140401	141180	140402	140922	141181	142536	140395	139435	141030	TOTAL
Pro	oject-visits	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	18
gest	Main Criterion	M2	M1 M5	M4	M5	M3 M4 M5	M4 M5	МЗ	M2 M4	M4	M4	M3 M4	M4	M4	M4	M3 M4	M5	M5	M5	M5
Strongest	Sub- criterion	Multi	Multi	M41	M54 M58	Multi	Multi	Multi	Multi	Multi	M24 M42	Multi	Multi	Multi	Multi	Multi	M57	M57	M56 M57	M58
Weakest	Main Criterion	M1 M4	M4	M2	M1	M1	M1	M1	M1	M1	МЗ	M1	M2	M1	M1	M1	M1 M2 M3 M4	M1 M2 M3 M4	МЗ	M1
We	Sub- criterion	Multi	Multi	M21	M11 M12 M23	M11 M12 M24	M11 M12	M11 M12	M12 M33 M53	Multi	M33 M53	M12 M21 M53	Multi	Multi	M11	M11	Multi	Multi	M33	M12

Multi = more than 4 criteria

3.4. Overview per Type of Partner

One of the specificities of the ANNP in general and of the 18 monitored projects in particular is the fact that the projects were more than often built on the basis of an already existing partnership and cooperation between the Italian Adriatic Regions and their BiH partners, in particular towns, and regional development agencies.

The overall structure of the BiH partnership (lead partners only) in the monitored projects is as follows, and no particular correlation has been observed between the type of BiH partner and the performance of their projects:

Regional development agencies 7 projects

Municipalities 4 projects

Universities 3 projects

NGOs 3 projects

Others 1 project

4. SPECIAL ISSUES

4.1. Logical Framework (LF) Approach and Other Management Tools

As strongly underlined in the Chapter 6 below, one of the main structural weaknesses of the monitored projects has been the total absence of logical framework approach and matrix (LFA/LFM) or anything equivalent or similar. This is a critical issue which does not seem to have been considered in the design of the ANNP which reportedly has not introduced LFA/LFM as a mandatory component of the applications to be submitted.

This is even worse in cases of projects where other planning tools are either missing or of poor (incomplete) quality. The situation in the 18 monitored projects is recapitulated below (source: Annex to Background Conclusion Sheet – BCS), being underlined that the total absence of LFM in all the projects directly concerns the Italian Lead Partner whereas the presence and the quality of other management tools (resource allocation plan, work-plan, internal monitoring) were observed by the monitoring primarily on the level of the BiH partners and not necessarily upstream.

OVERVIEW OF THE QUALITY OF PROJECTS IMPLEMENTATION TOOLS (Total: 18 Projects)

				If Yes, Ratin	g of Quality	
	Yes	No	Excellent	Comprehensive	Incomplete	Unacceptable
Is there a Project Logframe?	0	18				
Is there a resource allocation plan – inputs/activities for the entire project?	12	6		10	2	
Is there a Work Plan identifying results/milestones for the entire project?	15	3		10	5	
Is there an internal monitoring system in place?	13	5	1	8	4	

4.2. Follow up on Recommendations

Since the 18 projects in question have been monitored only once, there has not been possible to look at the follow-up of previous monitoring (or other, such as evaluations, etc) recommendations: this monitoring recommendations and key observations are recapitulated in Annex table.

5. Success Stories?

Taking into consideration the fact that most of the monitored projects have been penalized by their poor design and, quite often, this design's incapacity to adapt to more specific needs and expectations of the BiH partners, it is difficult to single out one or two projects which could be considered as real success stories.

One project has nevertheless been retained and highlighted below, with the clear purpose of showing how an extremely poorly designed project can turn out into a "local success story", a situation which is also emblematic of several other monitored projects. This is the case of the Project CRIS 142533 "INFIORE"³, as briefly recapitulated below, which is also quite comparable to the situation of the Project CRIS 139426 "Adriatic Seaways".

5.1. Background

The project "INFIORE" is part of a wider project led by the Municipality of Cervia, in which also participate Serbian and Croatian partners. The total budget of the project is 812,296 €, out of which 472,499 € allocated to the Italian lead partner. The Bosnian budget represents less than 4% of the total budget. This project refers to Axis 1: "Protection and enhancement of the environment, culture and infrastructures of the cross-border territory" Measure 1.3: "Development and strengthening of tourism and cultural infrastructures".

Implemented within the above wider context by the Municipality of Tuzla and funded by the EC Delegation in Sarajevo as CARDS Bosnia component, the project targets the arrangement of the Park of the Museum of East Bosnia. The park which is to be created by this action is situated in front of the Museum, which is one of two Bosnian partners (with the Art Academy of Sarajevo) in another ANNP Project (BARCA). This synergy is very interesting and is enhanced by the tight cooperation between the Municipality and the Museum

5.2. Reasons of Success

It is underlined that monitoring of this project scored "D" for project design quality, but "A" for its Efficiency and "A" for its sustainability. This apparent paradox can be explained by the following factors:

Design ("D")	The project was initiated, formulated and submitted for ANNP funding by the Italian Lead Partner (city of Cervia); while it associates four East Adriatic (EA) partners (Bosnia, Croatia, Albania and Serbia), and by judging on the example of the monitored Bosnia component, its design did not benefit from any significant participation or contribution of the EA partners, other than simple provision of a brief recapitulation of their planned respective actions. The Lead Partner decided alone on the project's basic concept, objectives, results and activities, and this "autonomy" went, in the monitors' opinion, way too far: advising/deciding on the budget (external CARDS grants) to finance the EA partners' actions, deciding on the project implementation period regardless of any specific conditions related to the EA partners' actions, etc.
Efficiency ("B")	The project consists, for Tuzla, in the treatment of a green area of 3,700 sqm situated along the south facade of the Museum of East Bosnia in the central part of the town. The park creation and landscaping works have been already completed and the only remaining elements are setting up "standing tombstones and some park furniture", which can now be done fairly quickly. It is essential to note that this whole action belongs to a much wider plan of development initiated and funded by the Municipality in order to revitalize the urban core area of some 30 hectares (i.e. nearly 100 larger than the park element above), which contains several structural components of strategic importance for the economic, tourism and urban development of the town as a whole.
Effectiveness "A" Impact "B"	The quality of the Bosnian action results being achieved is reinforced by the fact that the park area in question is situated directly in front of the Museum of East Bosnia, currently in the process of installation and basic refurbishing / development actions. This Museum is the Bosnian Partner of another ANNP project, also led by an Italian Partner (B.A.R.C.A. in the Adrias Kolpos - Project N° 19,

³ The full formal project title is "Protection and enhancement of the environment, culture and infrastructure of cross-border territory – Measure 1.3/Development and strengthening of tourism and culture infrastructures – INFIORE, Project N° 76"

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CRIS N° 142561). Consequently, the action belongs to a wider and very important integrated project of valorisation of the central downtown area which comprises structural functions of current and potential strategic importance for the development as a whole.

Sustainability "A"

The action was conceived, planned and designed by the Municipality, with a clear focus on the key environmental issue and in line with the adopted local procedures and techniques and with the objective to contribute to the rehabilitation of a central downtown area in order to turn it from an environmental disaster into a major development potential. The Municipality of Tuzla has secured the needed financing for the overall action of developing the park areas, which comprises the obtained EC co-financing. There is no doubt whatsoever about its capacity to maintain and further develop the project achievements.

The similarity between this Project and the Project "Adriatic Seaways" resides in an evident gap between the very ambitiously formulated global objectives of these two projects and the very pragmatic "local" objectives of their BiH partners, the quality of their performance in implementing their action on the ground, the sustainability of these actions, and their structural impact in the development strategy of these two towns.

In the Project "Adriatic Seaways", the Municipality of Neum has allocated a major share of its EC grant to co-finance the rehabilitation and landscaping of its waterfront promenade situated in the core of the town's "tourist district" (this project scored CBBBB).



The waterfront promenade in the heart of Neum's tourist zone is a very important element for the overall urban organization, providing for easier access to the sea and a very pleasant promenade axis. It cannot however be considered as a significant contribution to the global objective of this Project which is "to create a tourist development strategy in a large area, including the two sides of the Adriatic Sea, for a joint management of the different areas and to start innovative initiatives in the tourist field". It is evident, nevertheless, that the action in question is very useful and the results of its implementation badly needed and sustainable, on a purely local level and in order, also, to enhance the tourist attractiveness of Neum.

6. LESSONS LEARNT AND RECOMMENDATIONS

6.1. Lessons Learnt and Recommendations

The following five main lessons learnt can be retained since they concern practically all the monitored projects. It has to be underlined that they are not "project" or "BiH" specific but, above all, directly related to the design and the implementation procedures of the ANNP. In the tabular presentation below, these lessons learnt are placed in parallel to the recommendations that can be formulated for the future (see 6.2. IPA Adriatic Cross-border Programme).

	Lesson Learnt	Recommendations
1	Lack of appropriate coordination between INTERREG & CARDS in the technical concept & formulation of the programme: reportedly ⁴ , this first joint call for proposals was launched on 28/10/2005 with the submission deadline of 26/01/2006, extended to mid-March 2006. Due to a sequence of procedural problems and difficulties, the final ranking of the projects was endorsed in March 2007, and the contracting of the BiH grant contracts took place in the following months, i.e. several months after the effective starting date of the INTERREG-funded grant contracts.	Ensure the absolutely needed stronger coordination within the EC when it comes to "merging" the programmes funded by different financial instruments, and to pooling the needed financial resources, a fortiori when this concerns, as in the present case, the programmes which are internal and external to the EU. Secure a sufficiently robust evaluation and contracting procedure for the ad hoc programme as a whole, in order to exclude any potential risk of a time gap between the project starting dates of different project partners.
2	Poor design of the programme omitting to place its methodology within the overall PCM framework: this is considered as a key weakness of the programme since insufficient methodological guidance was provided in the ANNP Guidelines, leading to a total lack of uniformity, unstructured and often chaotically formulated proposals, let alone the cases where the grant applications, always prepared only by the ILP have not been fully translated from Italian into English.	Project Cycle Management (PCM) methodology in general and mandatory design and usage of the Logical Framework Approach (LFA) should be an integrated part of the programme and requested from all the potential applicants. Evaluation of the proposals should devote more attention to the realism of the proposals, pragmatic formulation of their respective objectives, and sufficient care devoted to a balanced participative approach, as far as possible from any theoretical and fuzzy formulations.
3	Insufficient participation of the ECD in the contracting procedure: the ECD was reportedly called to intervene only in order to prepare and sign the grant contracts for the CARDS funding of the BiH partners' participation, without any possibility to have a say over the proposals quality, contents and their effective interest for the BiH partners.	The role and the participation of the ECDs in non-EU countries (West Balkans in this example) covered by a programme should be involved in a tighter and more integrated way in the overall programme cycle, from identification/formulation to the implementation of the Calls for proposals and evaluation of the applications, and not merely to contract the external (CARDS in this example, IPA from now on) funding and ensure the corresponding grant contracts' management.
4	As a consequence: Gap in the implementation periods between the ILP and EAC, which has variably but visibly affected the project coherence, and further diluted the already fairly distended working relations between the ILP and their BiH partners.	The time schedule of all the projects should be the same for all the partners. In addition, it would be very useful to introduce mandatory presentation of an inception report (1-2 months after the project kick-off date) which should necessarily be codrafted and co-signed by all the project partners.
5	Very poor or no ownership of the projects by the B&H partners; the ILP reportedly defined themselves not only the project concept and programme but even the budgets (their amounts and their structures) to be submitted for funding under CARDS.	Mandatory participation of all the potential partners in the project design and programming and in the drafting of the corresponding application. This should also include the budgeting forecasts and programming.

In conclusion: All these weaknesses have also directly led to a work overload for both the BiH partners and the ECD itself: the former were obliged, in a number of cases, to redefine their budgets (after the corresponding grant contracts had already been signed) in order to adapt them as much as possible to their effective needs, and the latter were led to handle a number of corresponding requests for authorizations of such changes (addenda etc), with, in addition, the evident risk of loosing some of the grant amounts due to the procedural constraints (budget reshuffling remaining within 15% difference between different budget lines).

⁴ ECD Memo « Annual Action 2004 CARDS Neighbourhood Programme/Grant Contract – Explanatory Note", ECD Sarajevo, 13/04/2007

6.2. IPA Adriatic Cross-border Programme 2007 - 2013

To conclude, the box below briefly outlines the main characteristics of the already launched new IPA-funded Adriatic Cross-border cooperation programme.

IPA Adriatic Cross-border Programme (source : programme website)

IPA Adriatic Cross-border Programme 2007-2013 has being approved by European Commission on March 25, 2008. The Programme, which follows up on the CIP INTERREG IIIA Adriatic Cross-border 2002-2006 and the following ANNP INTERREG/CARDS/PHARE, has being confirmed as a strategic instrument of European cooperation in the Balkan Area. The Adriatic Programme 2007-2013 is financed through the IPA financial instrument (Instrument of Pre-Accession Assistance), which is aimed to supporting the EU accession process of the Candidate Countries (Croatia, Ex Yugoslav Republic of Macedonia, Turkey) and Potential Candidate Countries (Albania, Bosnia-Herzegovina, Montenegro, Serbia). The Managing Authority is Abruzzo Region. The structure of the Programme foresees relevant changes, in terms of territorial eligibility, management-financial asset and intervention priorities. In particular, the eligible area comprises:

- NUTS III Italian, Slovenian and Greek territories facing to Adriatic Sea
- Equivalent of NUTS III territories of IPA beneficiaries facing to the Adriatic Sea (Albania, Bosnia-Herzegovina, Croatia, Montenegro, Serbia).

There are two significant innovations comparing to the previous programming period: the whole territory of the Third Countries is not anymore eligible, but only the coastal regions will be eligible. Serbia, which does not have access to the Adriatic Sea, will participate in a phasing-out regime only in institutional cooperation initiatives.

The Programme will be implemented through an integrated approach which foresees a joint implementation and management modality by the participating Authorities, under the responsibility of the appointed Managing Authority. Other management structures will be the Certifying and the Audit Authority; the Joint Technical Secretariat supports the activities of the Programme structures.

The budget of the Programme is single and the funds will be used according a single set of rules in the whole eligible area, EU and non-EU territories. The beneficiaries of the approved projects will undersign IPA grant contracts only with the Managing Authority and will be subject of control procedures by the relevant structures of the Programme. This model assures easier procedures of approval, financing and implementation of the cross-border interventions. The General Objective of the Programme is "Strengthening of sustainable development capabilities of the Adriatic Region through a concerted strategy of action between the partners of the eligible territories", and it is further implemented through 4 Intervention Priorities:

Priority 1 – Economic, Social and Institutional Cooperation

Priority 2 – Natural and Cultural Resources and Risk Prevention

Priority 3 - Accessibility and Networks

Priority 4 – Technical Assistance

ANNEX

Monitoring Reports Produced

(NB: a different colour is assigned to the score columns depending on the score: e.g. "a" is green, "b" is blue, etc.)

ICCS-NTUA Consortium

C/N	Project Ref. No	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Key Observations / Recommendations
1	139430	ADRIATIC NNP: AIA - Acquaculture in Adriatic - project No 90	23/05/2009	Lokalna inicijativa za razvoj - LIR, BiH	105000.01	С	t	bbb	С	С	With focus on fresh water aquaculture, the project is an ill-fit among the group of Adriatic Sea partners, limiting opportunities for future cooperation. No phase-out strategy has been defined as yet. The Lead project is ending, whereas the current project is unclear about activities to be performed in the remaining period. For future Calls of Proposals, it is advised to request a more detailed breakdown of activities, differentiating partner responsibilities, a logframe with OVIs; and incremental milestones. The Contractor is advised to: 1) Urgently address sustainability of the monitoring station, including costing options, future data processing modalities, possible candidates for the take-over of the station, with different scenarios and recommendations; 2) Identify activities for the next period, and consider including information dissemination of the monitoring station's benefits and possibly a technical workshop, and activities that can increase impact prospects; 3) Prepare an activity plan for the remainder of the project.
2	139443	ADRIATIC NNP: ADRIA FOOD QUALITY - project No 92	18/05/2009	Lokalna inicijativa za razvoj - LIR, BiH	105140.01	b	C	c b	С	b	A number of activities were to be conducted jointly by the Lead Partner and the National Partners. The project was implemented according to the Lead Partner's workplan, not taking into account the 4.5 month delay in the start of the BiH Project. This affected the project's ability to finalise the planned outputs in line with the Lead Partner's workplan. The Lead Partner's project is ending, but several key outputs still need to be finalised. The Project is assessing its activities for the remaining 11 months, determined to contribute to the finalisation of outputs, however with no external support and likely requiring a budget re-allocation. For future Calls for Proposals, the EC is recommended to: 1) Synchronise start dates between Project Partners; 2) Request a logframe; 3) Highlight the need to design the hierarchy of objectives in line with the Project Cycle Management Approach; 4) Request a clear allocation/distribution of activities between the Partners. The Contractor is advised to: 1) Follow-up the status of pending outputs with the Lead Partner; 2) Identify activities for the next period, aiming to finalise the outstanding outputs. Any changes in orientation should as a minimum strive to incre
3	139436	ADRIATIC NNP: AXIX2, measure 2.3 - Crossborder cooperation in tourism and culture - NAP project No 79	31/12/2008	Nacionalni Park Kozara	105540.01	b			b	b	The BiH Contractor was insufficiently aware of the differences between the two different typologies of funds, and erroneously assumed that expenditures made before Contract signature would be reimbursed, as was the case with the Lead Partner. The Lead Partner's project is ending, whereas the BiH project has no clear work-plan for the remainder of their project. The Contractor is recommended to: 1) Determine the end date of the Lead Partner's project and deadlines for the delivery of the remaining outputs; 2) Urgently finalise the Interim Report; 3) Identify activities and prepare a workplan for the remainder of the project; 4) Prepare and submit a request for a budget re-allocation. For future Calls for Proposals, it is recommended to: 1) Provide early training and a support system for BiH Partners in the accounting system: expenditure admissibility, eligible costs, budget changes, preparation of payment requests, VAT, etc.; 2) Request a logframe; 3) Request general reporting on resources utilisation in the Interim Reports.
4	139426	ADRIATIC NNP: ADRIATIC SEAWAYS - project No 137	22/12/2008	City of Neum	106680.01	С	b	b b	b) b	EC: 1) request a balanced partnership approach in project design and formulation with appropriate conditions in the Calls for proposals, 2) introduce obligatory application of PCM procedures in general and LFA in particular, 3) ensure a simultaneous project period implementation for all the partners, 4) secure full respect of all the CfP conditions by all the applicants.
5	143132	ADRIATIC NNP: Structural Actions to Relate SMEs (S.T.A.R.S.) - Measure 2.2 / Crossborder cooperation in primary sector, fishing included, and secondary sector, project No 132	14/08/2009	City of Mostar	106540.01	С	t	b b	b	b	In the future, for such kinds of partnership projects, the EC should require a simultaneous start in all the partner countries involved and should promote participative approaches from all the partner countries in the project proposal design and formulation. The Task Manager is advised to require the Contractor: 1) to report on the BP reshuffled project objectives, the related work-plan and schedule of activities; 2) to clearly define the project's new results and extended target groups in order to further increase BP's ownership over project results; 3) to speed up the start of the activities related to the creation of the centre

6	142561	ADRIATIC NNP: B.A.R.C.A. in the Adrias Kolpos - project No 19	20/02/2010	Museum of East Bosnia, Tuzla	106681.01	d	С	С	b	b	EC: 1) request a balanced partnership approach in project design and formulation with appropriate conditions in the Calls for proposals, 2) introduce obligatory application of PCM procedures in general and LFA in particular, 3) ensure a simultaneous project period implementation for all the partners, 4) secure full respect of all the CfP conditions by all the applicants. EC Delegation: consider and accept the needed reformulation of the scope of work for the Museum of East Bosnia refurbishing.
7	142553	ADRIATIC NNP: Protection and enhancement of the environment, culture and infrastructure of cross border territory - Measure 1.3 / Development and strengthening of tourism and culture infrastructures - INFIORE, project No 76	3/04/2009	Municipality of Tuzla, Bosnia and Herzegovina	105980.01	d	b	а	b	a	Municipality of Tuzla: consider submitting a request for Addendum N° 1 which would (i) shorten the period of project implementation in line with the effective schedule of finalization of the planned park development and (ii) if needed reshuffle the budget lines according to needs and within the limits authorized by the EC regulations. This request could be formulated in the wider frame of the Interim Report due in the month following the completion of the 1st half of the implementation period (Art 7.1 of the Grant Contract), i.e. in September 2008. Lead Partner: More involvement of the EA partners in the design of the overall project would have better ensured the coherence of the various sub-projects and activities towards the achievement of the overall objective of the project. EC: It would be advisable to foresee in future Calls for Proposals a mandatory presentation of an adequate Logframe in line with the EC PCM/LFA provisions.
8	140149	ADRIATIC NNP: Measure 2.1 FACILITY - project No 30	1/09/2008	Regional Development Agency for Central BiH Region (REZ)	105440.01	С	b	b	b	b	The local project partner is adequate in terms of resource capacity that provides for an efficient implementation. The Task Manager is advised to recommend the lead partner (Veneto) to: 1) Prepare LF with time-bound/qualitative OVIs for future projects to facilitate management and monitoring; 2) Ensure that cross-border economic animation and development of SME production system is a reciprocal process, so to provide BiH and Serbian SMEs with business (export) opportunities as well; 3) Optimise the communication with the local partners and ensure proper matching of SMEs at the fairs; 4) Provide in the FR figures: a) on the achievement of "effectiveness", "implementation" and "publication" indicators from GA; and b) showing increase in cooperation agreements, efficacy, innovation, exchange of goods/services to enable monitoring under "institutional impact" indicators.
9	139440	ADRIATIC NNP: ADRIA - Net - project No 273	6/12/2009	Zenica-Doboj Canton Business Service Centre	106000.01	С	b	b	b	b	The local project partner efficiently implements the EC funded project, deemed by beneficiaries and target groups of extreme importance to reap lasting benefits and lessons learned for future projects. The Task Manager is advised to recommend the lead partner (Molise region) to: 1) Adhere to PCM and prepare LF with time-bound and measurable OVIs at the level of OO, PP and Results to facilitate management and monitoring; 2) Develop more frequent communication with project partners; 3) Provide reporting on the following outputs: architecture/engineering of the site; activities report on information gathering; export assistance system to the participating countries in the virtual fair; creation of database of participating companies with system of company auto-diagnosis; function tests, and the level of internet platform/virtual fair implementation; 4) Timely organise training on data management and virtual platform specifics to enable proper use by technical personnel; 5) Address the financial/economic sustainability of the virtual Adriatic fair in the phase-out strategy.
10	140401	ADRIATIC NNP: FaREAdri - project No 194	12/04/2009	Zenica-Doboj Canton Business Service Centre	106160.01	b	b	b	b	b	The quality of collaboration between project partners is extremely good, based on previous cooperation and experience in implementing joint projects. The Task Manager is advised to recommend the lead partner (Emilia-Romagna region) to: 1) Adhere to PCM and prepare LF with time-bound and measurable OVIs at the level of OO, PP and Results to facilitate management and monitoring; 2) Provide updates on: database of partnerships and cooperation initiatives; CAC establishment (common methodology of work and joint strategy defined) and how the partner network is planned to be extended at level NUTS II and NUTS III, as well as CAC enlarged with new members; 3) Provide information on the number of partnership agreements created during project lifetime and elaborate on the modules and responsible body/bodies to monitor programming under AANP and IPA; 4) Create synergy with other projects under ANNP Programme to provide for transparency of actions and prevent overlaps; 5) Address the financial/economic sustainability of CAC in the phase-out strategy. The Task Manager is advised to recommend the BiH partner to elaborate on the special funding for CAC to ensure continuity of actions and maintain active role of CAC.

11	141180	ADRIATIC NNP: Measure 2.2, axe 2.2.2 Strenghteningservices to fishing and Farmal enterprises - Marchigiana Cattle Breed in Western Balkans. A cross border cooperation and sustainable plan MARCBAL, project No 276	26/11/2008	Faculty of Agriculture and Food Sciences - University of Sarajevo	104941.01	С	b	b	b	b	The Task Manager is recommended to: 1) Require from the future INTERREG projects: a) simpler and more precise intervention logic with realistic objectives and proper adherence to the PCM and LFM approach; b) greater participation of EAC countries in project design; c) greater synchrony of project start and ending in all project partner countries; d) adequate and timely reporting to the ECD; 2) Inquire with the lead project partner on eventual follow-up plans for the Marcbal project and exit strategy planned for BiH; 3) Request from the lead project partner timely delivery of the Final Report; 4) Inquire at the end of the year with the BiH partner on the progress in establishment of the first Marchigiana Herd and the success rate of the embryo transfers.
12	140402	ADRIATIC NNP: DILMA - Develop Integrate Labour Market of Adriatic area, project No 29	19/12/2008	Labour and Employment Agency of Bosnia and Herzegovina	106183.01	d	d	d	С	С	The Task Manager is recommended to require from future ANNP projects: 1) simpler, more precise intervention logic with: realistic objectives; proper adherence to the PCM/LFA; well developed workplan with clear benchmarks and alignment between objectives-results-activities; 2) Larger participation of EAC countries in the project design; 3) Better synchronisation of project start and end in all project partner countries; 4) Adequate and timely reporting to the ECD; 5) Adherence to English language as the project's working language; 6) Project budget corresponding adequately to the planned activities; 7) Adequate planning of project, ensuring a balanced project delivery along the duration of the project; 8) Clear identification of results expected to be achieved by each EAC partner.
13	140922	ADRIATIC NNP: Project Agency Cooperation Education - P.A.C.E., project No 202	21/05/2009	Education from Conflict to Internationalism - United World College of the Adriatic	105920.01	С	b	b	b	b	The Task Manager is advised to require the Contractor to: 1) Urgently revise the Workplan and schedule of activities for the reminder of the project and re-define the target group in order to achieve wider dissemination of project benefits and results. 2) Appropriately define project results expected and measurable OVIs. 3) Clarify the input utilisation plan in relation to envisaged activities. 4) Improve dissemination of information on project objectives, timeframe and activities, Workplan and schedule among partners and beneficiaries in order to further increase their ownership of the project results. 5) Inform and involve the Pedagogical Institutions in the project activities. 6) Report to the ECD in BiH on project activities for the reminder of the project time.
14	141181	ADRIATIC NNP: Measure 3.2 - Institution building and cooperation in communications and research between institutions to promote systems harmonisation - ADRIATIC NETWORK FOR INSTITUTIONAL COOPERATION - ADRIANET, project No 118	5/05/2009	Sarajevo Regional Development Agency - SERDA	106420.01	С	b	С	b	b	The Task Manager is advised to require the Contractor to: 1) Urgently revise the Workplan and schedule for the rest of the project in BiH. 2) Report on exact and detailed project plans and envisaged results for the reminder of the project time. 3) Clarify the input utilisation plan in relation to future activities. 4) Report to the ECD in BiH on project activities for the reminder of the project time. With the view to new projects of this nature, the EC/ECD is advised to consider providing conditions for simultaneous start of the project components in different countries.
15	142536	ADRIATIC NNP: PLATFORM ENHANCING ADRIATIC LINKS in EUROPE (PEARL.EU) - project No 189	28/02/2009	Municipality of Zavidovici	106440.01	С	С	b	b	b	PM: 1) Urgently submit the Interim Report. 2) Urgently organise the coordination meeting between the BiH partners in order to finalise the Workplan and schedule for the rest of the project. 3) Provide inputs utilisation plan for the next period. 4) Report to ECD on detailed project action plan and results expected for the reminder of the project time and require Contract addendum if necessary. 5) Use remaining project time to further reinforce the links and common actions among the BiH partners and as much as possible also with the Italian partners. 6) Establish regular coordination meetings among the BiH partners. 7) In the Final Report analyse the effectiveness and impact of the project and future prospects for cooperation with the Italian partners. ECD: In case of a continuation project it is advised to ensure a simultaneous start of the project components in different countries.
16	140395	ADRIATIC NNP: SIMCA - Scientific cooperation between research institutions for the study of airborne particles in Important Cities of the Adriatic area - project No 38	25/04/2009	University of Sarajevo, Faculty of Science, Department of Chemistry - Analytical Chemistry	105600.01	b	b	b	b	b	Project Coordinator: 1) Elaborate a more pro-active promotion approach for integrating the project results to the current system of measuring air pollutants by the related governmental agencies. 2) Try to identify further opportunities for research activities in the field, aiming to network with other relevant national and international institutions so as to maximise the use of the project acquired assets.

17	139435	ADRIATIC NNP: BIO-for-ENERGY, Foster development of Agro-Energetic Chain Models through cross-border cooperation and knowledge - project No 337	7/02/2009	Lokalna inicijativa za razvoj - LIR, BIH	106100.01	b	b	b	b	b	Project Coordinator: 1) Continue efforts for promoting project activities and generating funding interest for the implementation of the proposed model after project end. 2) Promote through the SEC the establishment of a proactive self-funded association of the relevant stakeholders which could oversee this implementation. Italian Lead Partner: Knowledge transfer, study visits, communication on case studies in Italy could further ensure the convergence and alignment of the project approaches in the Adriatic area and thus should be implemented before project end. EC: Examine prospects of complementary projects funded through relevant EC instruments.
18	141030	ADRIATIC NNP: Enhancing local endogenous human and natural resources, through cooperation, for development of thermal tourism - project No 338	6/04/2009	Accredited Regional Development Agency (ARDA) of North-West BiH	105321.01	b	b	b	b	b	ARDA: 1) Utilise all available project resources in order to promote the active implementation of the suggestions and proposals included in the feasibility studies. 2) Draft a proposal for a more permanent and formal LSB on the thermal tourism of the region. 3) Continue efforts to actively involve the relevant authorities which could promote the legislative changes necessary for smoother development of the sector. 4) Try to reinforce and take advantage of networking with the other project partners. EC: Continue supporting similar initiatives and further promote networking of the sector in the region and beyond.