

The European Union's "2007/145-210" Project for the WBT Region

Service Contract for a Monitoring system of the Implementation of Projects and Programmes of External Co-operation financed by the European Community Lot 6: Western Balkans & Turkey (WBT)

Synthesis Report on the Tourism Projects funded under EU Support to SME and RED in BiH – Call V

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EXECUTIVE SUMMARY

The Programme under reference primarily focuses on the Small and Medium size Enterprises (SMEs) and regional economic development through job creation and promotion of the tourism sector. It builds on the results of various projects by ECD and other bilateral and multilateral donors, which gained experience and consolidated approach for the purpose of providing the institutional framework for Regional Economic Development (RED), territorial definition and strengthening of economic regions, the establishment and capacity building of Regional Development Agencies (RDAs) and promotion and development of SMEs.

Five 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, the present Synthesis Report presents an overall conclusion of the monitoring visits conducted in the period from February through April 2008, when most of the projects were in the initial implementation stages.

The preparation of the monitoring missions was done based on the project documentation obtained from the ECD Task Manager and from the concerned Project Authorities. Detailed interviews with the leading project partners, target groups/beneficiaries and stakeholders were organised by and coordinated with the assistance of the Project Authorities. Based on the interviews and obtained documentation, an independent review of progress regarding each national project was prepared reflecting five segments: Quality of Project Design, Efficiency of Implementation, Effectiveness to Date, Impact Prospects and Potential Sustainability.

The monitored operation's performance is satisfactory under all monitoring criteria. Quality of Project Design, that is, the actual relevance and intervention logic of the Programme remains appropriate, with feasibility and flexibility of projects' actions extremely satisfying.

Efficiency is satisfactory under all criteria, with activity timeliness more than satisfactory despite certain Work Plan (WP) adjustments needed as the evaluation of grant applications and contracts' signing for all projects took longer than initially foreseen (almost a year for all projects).

Effectiveness is good with accessibility to project results beyond expectation, as coordination meetings with target groups and leading partners remain frequent with transparency and high Programme's promotion and awareness raising. The Project Purpose achievement prospects remain satisfactory.

The rating under Impact is extremely good as all projects under the Programme sustain qualitative internal and external monitoring of planned and unplanned impacts with mitigation measures prepared. Despite early implementation, the ensuring of impact achievement is well under all projects. Furthermore, these theme-based projects are envisaged to be replicated in similar regions as centres of excellence, to ensure continued benefits.

Sustainability prospects are well, with economic viability satisfying as leading partners' ensured financial commitments and prepared feasibility studies and business plans with income and investment forecasts for next 5 years. Local project ownership is extremely strong for all projects with satisfying institution building. The policy support remains unfortunately weak element as inter-Entity composition of RDAs is not accepted by the RS Entity, and neither is the RED model based on five territories. Inadequate legal basis for the SME remains in view of non-existent National SME Strategy, State level SME legislation and no State governmental body directly responsible for development and entrepreneurship.

All of the monitored projects have received "b" scores under all monitoring criteria and can thus be considered as successes. Among them, the project "Bosnian Kingdom Trail" received "a" score for the Quality of Project Design, as well as "b" scores under all other criteria, so can be considered first among equally performing projects.

The main reasons of the project's success include strong local ownership; well elaborated methodology; excellent quality of the Logframe; cooperation already established among leading partners and target groups; regular workshops and training; clear internal and external monitoring system; and the involvement of beneficiaries in all implementation cycles.

Based on detailed findings from the monitoring missions, the recommendations presented for the consideration of the relevant EC Services concerned mainly the following: (I) attention to be given to the issue of certain adjustments needed at projects' start due to the evaluation of grant applications and contracts' signing taking longer than initially foreseen; (II) the PCM/LF techniques to be introduced to new applicants; (III) relevant national authorities to be lobbied in order to resolve various implementation issues; (IV) greater synergy to be created among EU RED and SME projects; and (V) a weak policy support continued to be addressed to place the issue on the institutional level.



INTRODUCTION

At the end of 2005 Bosnia and Herzegovina (BiH) was granted the recommendation to begin the negotiations of a Stabilisation and Association Agreement (SAA) with the European Union (EU). This was possible after the two remaining reform areas, police reconstruction and public broadcasting, among 16 priority points in the Feasibility Study from 2003, have reached acceptable progress. The European Partnership with BiH was adopted on 9 November 2005, on the basis of its findings in the 2005 Progress Report on BiH and lists short- and medium-term priorities for the country's preparations for further integration with the EU.

The European Partnership priorities forms the basis for programming the financial assistance of the Community, which was provided under relevant financial instruments, in particular Council Regulation (EC) No 2666/2000 of 5 December 2000, Community Assistance for Reconstruction, Development and Stabilisation (CARDS). Through CARDS Programmes the financial assistance to BiH was provided for the following sectors: Democratic Stabilisation; Good Governance and Institution Building (Justice and Home affairs; Public Administration Reform/PAR); and Economic and Social Development, in the following amounts:

Programme/Year	Allocated * (M€)
CARDS 2001	105.23
CARDS 2002	70.30
CARDS 2003	60.60
CARDS 2004	69.60
CARDS 2005	49.40

The sector of Economic and Social Development received targeted Technical Assistance (TA) under CARDS 2002 and 2005 for the purpose of strengthening the economic regions, regional development frameworks, economic regeneration and job creation in view of EU support to Regional Economic Development and SME (EURED I and EURED II). Two EURED technical assistance projects totalling 5.7 MEUR aimed to reinforce the sector by using top-bottom approach, while the Programme under reference for a value of 3.1 MEUR aimed to reinforce the results of the two EURED projects by using bottom-up approach.

The current Programme finances the total of 12 projects under EU Support to SME and Regional Economic Development (RED) Fund – Call V (5th Call for Proposals, CfP) and the Annual Action Programme for BiH, CARDS 2006, which is aimed to support the participation of BiH in the Stabilisation and Association Process (SAP). Out of the overall total of 43.8 MEUR allocated through CARDS 2006, 21.3 MEUR was assigned for the Economic and Social Development sector in BiH.

Overall, the Call V supports the development of tourism sector through covering BiH with a coherent network of signposts for tourism attractions, development of successful tourism products, strengthening tourist service delivery, tourist personnel skills, the quality of tourist infrastructure, tourism marketing and support of the SME sector by increasing the quality, quantity and affordability of the business infrastructure supply. The Fifth CfP is designed in three Lots:

Lot 1 for an indicative amount of 1.0 MEUR aims the network of tourist signposts, being extended to non-governmental organisations operating in the tourism sector. **Lot 2** for 1.4 MEUR aims the preparation and enhancement of tourism products, and is extended to municipalities, cantons, District; and/or non-governmental organisations; and/or governmental or quasi-governmental tourism organisations (e.g. cantonal tourism communities, tourist associations, etc.); and/or other legally recognised groups and associations which have the ownership or custody of a heritage site. **Lot 3** for 1.4 MEUR aims the SME development infrastructure supply. It is extended to municipalities, cantons, District, education or research institutes, Chambers of Commerce, business associations or other non-governmental associations.

This is the first Synthesis Report covering 5 tourism projects monitored in the period from February through April 2008 and financed under Lots 1 and 3. The implementation of these projects commenced between September and December 2007 with the individual life-spans ranging between 18 and 30 months.

The Results Oriented Monitoring (ROM) exercise provides an external and independent overview of the achievement of objectives and results under national and regional projects financed by the EU. This is periodically performed by applying the following five monitoring criteria, rooted in the Project Cycle Management (PCM) methodology: Quality of Project Design, Efficiency of Implementation, Effectiveness to Date, Impact Prospects and Potential Sustainability.

Previous Calls for Proposals (CfP)

Previous four CfP financed 48 projects for an overall total of 6.8 MEUR:

The **First CfP**, launched in February 2004, was aimed at creating economic conditions for competitive SMEs and businesses, developing and/or enhancing export related opportunities, mobilizing the labour supply and providing skills for training.

The **Second CfP**, launched in August 2004, was targeted at the development of tourism potential through upgrading the quality of available services, increasing the quantity and quality of tourism attractions and improving marketing and promotion of BiH tourism.

The **Third CfP**, launched in February 2005, was earmarked as pre-assigned regional allocation for projects implemented by each of the Regional Development Agencies (RDAs).

The **Fourth CfP**, launched in August 2005, was aimed at a single human resource titled the European Union Training and Consultancy Project (EU TAC) to increase the competitiveness of SME sector to ensure the awareness raising and foster a well-structured policy dialogue with all key stakeholders.

Two out of five CfPs were launched for tourism projects bearing in mind BiH's immense potentials in terms of natural, cultural and historical heritage as well as unused human potential, including the tourism development were recognised by both the country and international stakeholders as major priority.

1. PROGRAMME SYNOPSIS

1.1. Background of the Programme

The international assistance to BiH has evolved since 1995, from reconstruction and rehabilitation toward the local economic development with a primary focus on job creation and sustainable return. Based on the results of various pilot projects by ECD and other bilateral and multilateral donors, the ECD used the experience and consolidated the approach, firstly with EURED I.

The TA provided between March 2003 and October 2005 in the amount of 3.2 MEUR provided a development of Institutional Framework for RED, territorial definition of economic regions, the elaboration of regional strategies, the establishment and capacity building of Regional Development Agencies (RDA) and the operational Project Fund. The RED Fund provided funding for viable projects emerging from the regional strategies, submitted by local NGOs but also the RDAs.

EURED II provided TA between December 2005 and November 2007, aimed to strengthen the economic regions, regional development frameworks, economic regeneration and job creation with an additional focus on the SME component, its promotion and development, for a total of 2.5 MEUR. Under EURED I and II, Five CfPs were launched allocating 9.8 MEUR to 60 projects, as follows:

Year - Sector(s)	Total value - €	Number of Projects
2004 – SMEs	1,660,000	21
2004 – Tourism	596,000	7
2005 – SMEs and tourism	3,000,000	19
2005 – EU TAC	1,500,000	1
2006 – SMEs and tourism	3,107,941.79	12
Total	9,863,941.79	60

1.2. Programme Intervention Logic

The overall objective (OO) of the Programme and priority issues for 2006 is to:

Contribute to SME and regional economic development in BiH.

The project purposes (PP) are to:

- Support development of tourism by covering BiH with a coherent network of signposts for tourism attractions;
- Support development of successful tourism products in BiH by promoting the creation/reinforcement of competitive tourism products, by strengthening tourist service delivery, tourist personnel skills, the quality of tourist infrastructures and tourism marketing and commercial activities;
- Support the SME sector by increasing the quality, quantity and affordability of the business infrastructure supply.

The OO and PPs are relevant, aligned with BiH Country Strategy Paper 2002-2006 and Mid-term Development Strategy 2004-2007 (Poverty Reduction Strategy Paper – PRSP). The Programme is furthermore linked to the measures set out for tourism and SME development in five Regional Development Strategies (RDS). The <u>results expected</u> were not listed in the grant package, but sector priorities were defined, directly relating to the PPs. The projects were stipulated to belong to tourism development and/or SME sectors and to address some of nine clearly defined priorities in those two sectors. The Guidelines for Applicants (GfA) contained the Logical Framework (LF) template and projects under this Programme were expected to define specific PPs, results, OVIs, assumptions and risks. The success of the Programme is to be measured through individual projects' achievements.

1.3. Projects under the Programme Covered by the Synthesis Report

Based on the request of EC Delegation Task Manager, five monitored tourism projects are covered by this Synthesis report, out of the total of 12 projects implemented under the CfP in question. They are briefly presented below.

 Table 1: Projects monitored under the Programme and covered by the Synthesis Report

N	CRIS	Project Title	Project authority	End date	EC Budget	Short description
1.	144039	Vrbas, Joint Tourism Development of the Vrbas Valley	Bugojno Municipality	28/12/09	272,095	The project contributes to social and economic development through the promotion of cultural heritage and natural beauties of the Vrbas Valley and its three municipalities (Central BiH region) to be a recognised tourist destination. The area has a great but unused potential in view of natural, cultural and historical heritage, unspoilt nature and convenient geographical position.
2.	141037	Vrbas Adventure Resort	Tourist Organisation Banja Luka	06/05/09	297,000	The project aims to develop a sustainable and competitive eco and adventure tourism product on the Vrbas river (North-West Bosnia-Herzegovina, the Republic of Srpska/RS Entity), including water and extreme sports, to be accompanied by the eco/ethno small scale tourism offers.
3.	144256	New Tourism Product – Ecotourism Sabici	Foundation of Local Democracy Sarajevo	16/04/09	270,000	The project aims to develop a new ecotourism product based on natural, cultural and historical heritage, gastronomic offer and human potentials of Sabici village located in the Trnovo municipality, Sarajevo canton.
4.	144041	Bosnian Kingdom Trail	Community Development Foundation Mozaik	02/04/10	299,941	The project builds on its predecessor under CARDS 2004. The foundation built by that project through cooperation with 5 communities is to be enhanced with 5 additional communities for the purpose of producing a well branded tourist offer on the common ground of medieval Bosnian Kingdom.
5.	144261	Posavina—Hunting and Fishing Paradise	Tourist Association of Posavina Canton	27/05/09	295,480	The project aims to revive the hunting and fishing potentials of Posavina Region through reconnecting 9 municipalities of two BiH Entities and Brcko District (BD) and bring the Posavina Region back on the map of hunting and fishing destinations to attract tourists.

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
- Central or deconcentrated management

There are two main types of projects, to which projects can be grouped: (a) National (bilateral), (b) Regional.

As concerns the national projects covered by this Synthesis Report, their main characteristic is that the activities are implemented in one WBT country and that the achievement of their results concerns the WBT country (BiH). The monitoring approach is that the monitoring exercise is taking place in the WBT country where the activities are being implemented and where the Project Authority (coordinator) and leading project partners are based.

The monitoring of each national project is assigned to a national or international monitor with relevant skills and experience. The monitoring mission is announced approximately one month prior to a date of the briefing meeting with the ECD Task Manager. The monitor is assigned by the ROM Team to make visits in the WBT country (BiH), firstly with the ECD Task Manager, then with the Project Authority and leading partners and lastly with beneficiaries and relevant stakeholders. Individual monitors prepare independent review of progress regarding each national project reflecting five segments: Quality of Project Design, Efficiency of Implementation, Effectiveness to Date, Impact Prospects and Potential Sustainability. Finally, the Leading Monitor of the Programme is responsible for the elaboration of the Synthesis Report and works in close cooperation with the other involved monitors.

The national projects covered by this Synthesis Report are listed below, all funded under the EU Support to SME and RED in BiH, CfP V, CARDS 2006:

- Vrbas, Joint Tourism Development of the Vrbas Valley;
- Vrbas Adventure Resort;
- New Tourism Product Ecotourism Sabici;
- Bosnian Kingdom Trail; and
- Posavina—Hunting and Fishing Paradise.

2.2. Preparation and Implementation of Monitoring Missions

It is precised that the five 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, the present Synthesis Report presents an overall conclusion of the monitoring visits conducted for the above mentioned projects and. The main data of the implemented monitoring missions for each of these projects are presented in the following two Tables:

Table 2: Overview of the monitoring activity for the Programme

Statistics of the Programme Monitoring Activity from 14/02/08 to 11/04/08										
N° of projects monitored	5		N° of monitoring reports	5						
N° of specified sectors covered (at the level of CRS code)	1		Million € covered (All projects monitored)	1.4						
N° of missions undertaken	5		Average size of Project monitored (mio €)	0.3						

Table 3: Monitored projects

N°	Period	Projects monitored	Monitoring Reports produced
4	14/02/08 —	Vrbas, Joint Tourism Development of the Vrbas Valley	MD 44405.04
1	22/02/08	Briefing 14/02/08 – Debriefing 05/03/08	MR-41105.01
2	14/02/08 –	Vrbas Adventure Resort	MD 44406.04
2	26/02/08	Briefing 14/02/08 – Debriefing 05/03/08	MR-41106.01
3	10/04/08 —	New Tourism Product – Ecotourism in Sabici	MR-41107/01
3	11/04/08	Briefing 02/04/08 - Debriefing 23/04/08	WIR-41107/01
4	17/03/09 —	Bosnian Kingdom Trail	MR-41108.01
4	20/03/08	Briefing 05/03/08 – Debriefing 02/04/08	WIR-41106.01
-	25/03/08 –	Posavina—Hunting and Fishing Paradise	MD 44400.04
5	27/03/08	Briefing 05/03/08 – Debriefing 02/04/08	MR-41109.01

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 monthly reports provided to update on the current implementation stage. Most of the projects were in the initial implementation stages (projects 1 and 2 in 2nd and 3rd implementation month, while for projects 3, 4 and 5 between 30, 16 and 25% of projects' time elapsed). Monitoring visits to respective target groups and beneficiaries were smoothly organised and coordinated by Project Authorities, without any postponements or delays.

3. Insights of the Programme

3.1. Programme Performance by Monitoring Criteria

The following table presents the average performance of the projects, which have been monitored during February – April 2008. The performance of the projects is calculated as the average of the five monitoring criteria (Relevance and quality of project design, Efficiency of implementation to date, Effectiveness to date, Impact prospects and Potential sustainability). For the calculation of the average the grades a, b, c, d have been replaced by scores 4, 3, 2, 1 respectively.

Table 4: Average ratings per each main criterion

Criterion	Average rating	Sample (Number of Projects)	Sample (Number of Monitoring Reports)
Quality of project design	3.14	5	5
Efficiency	3.04	5	5
Effectiveness	3.13	5	5
Impact	3.40	5	5
Sustainability	2.96	5	5
AVERAGE	3.13	5	5

NOTE: The Average of all reports produced for each project was calculated first and then the Average. of all the project) was calculated.

As presented in the above table, the monitored projects performed well (average performance is 3.13/4.00).

All of the monitored projects are considered as successes (projects with ratings "a" and/or "b" for all criteria). However the two projects below are considered extremely well performing, for the following main reasons:

- Bosnian Kingdom Trail, with rating "a" for the project design, bodes extremely well with the previous project "Heritage Trial" funded under CARDS 2004. The base, already built through the cooperation and networking of 5 municipalities is further reinforced with 5 additional municipalities to produce a well branded tourist offer on the ground of medieval Bosnian Kingdom. The interest and commitment of local governmental bodies, local communities and citizens remains high, with over 60,000 € initially committed to support project activities. A decade's long neglect of Bosnian Kingdom potentials continues to be systematically addressed to raise the awareness and appreciation of domestic history and cultural heritage and improve cultural and historical monuments.
- Posavina—Hunting and Fishing Paradise, has the rating "b" for all criteria like other three monitored projects; however, the project builds on the base of locally implemented previous project in 3 hunting and 3 fishing locations and, for the first time since 1992, creates the inter-Entity cooperation, which is considered a major benefit of the overall assistance. The project aims to revive the hunting and fishing potentials of the Posavina region which in 1990 had spread over 204,906 acres, but diminished to 61,478 (records from 2006), through the networking and re-establishing the cooperation between 9 municipalities of 2 BiH Entities (Republika Srpska/RS and Federation of Bosnia-Herzegovina/FBiH) and Brcko District.

None of the projects were considered as "problem" ones, being at a critical stage (two or more "d" ratings).

3.2. Projects Performance by Monitoring Criteria and Prime Issues

The table below presents the more detailed insight in the scoring of the monitored projects by monitoring criteria and their related "prime issues".

Table 5: Average ratings for main criteria and prime issues

				Projects			Average
Code	Criterion	1	2	3	4	5	
M1	Quality of project design	3,00	3,00	3,00	3,70	3,00	3,14
M11	Actual Relevance	3,00	3,00	3,00	3,00	3,00	3,00
M12	Feasibility & flexibility	3,00	3,00	3,00	4,00	3,00	3,20
M2	Efficiency	3,00	3,00	3,00	3,20	3,00	3,04
M21	Input availability	3,00	3,00	3,00	3,00	3,00	3,00
M22	Activity timeliness	3,00	3,00	3,00	4,00	3,00	3,20
M23	Results achievement	3,00	3,00	3,00	3,00	3,00	3,00
M24	Partner contribution & involvement	3,00	3,00	3,00	3,00	3,00	3,00
МЗ	Effectiveness	3,00	3,00	3,22	3,22	3,22	3,13
M31	Accessibility of results	3,00	3,00	4,00	4,00	4,00	3,60
M32	Use of results	3,00	3,00	3,00	3,00	3,00	3,00
M33	Project Purpose achievement	3,00	3,00	3,00	3,00	3,00	3,00
M34	Status of previous key observations	N/A	N/A	N/A	N/A	N/A	N/A
M4	Impact	3,00	3,50	3,50	3,50	3,50	3,40
M41	Ensuring of impact achievement	3,00	3,00	3,00	3,00	3,00	3,00
M42	Wider planned effects	3,00	4,00	4,00	4,00	4,00	3,80
M43	Status of previous key observations	N/A	N/A	N/A	N/A	N/A	N/A
M5	Sustainability	2,90	3,00	3,00	3,00	2,90	3,00
M51	Economic viability	3,00	3,00	3,00	3,00	3,00	3,00
M52	Local ownership	3,00	4,00	4,00	4,00	3,00	4,00
M53	Policy support	2,00	2,00	2,00	2,00	2,00	2,00
M54	Institution building	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
M56	Gender equality	3,00	N/A	3,00	N/A	3,00	3,00
M57	Technology appropriateness	3,00	3,00	3,00	3,00	3,00	3,00
M58	Consideration for environ. protection	3,00	3,00	3,00	3,00	3,00	3,00
	TOTAL AVERAGE	2,98	3,10	3,14	3,32	3,12	3,13

Quality of Project Design and **Effectiveness** bear similar rating (3,14 and 3,13 respectively) as actual relevance and intervention logic of all projects remain appropriate, with feasibility and flexibility of project actions extremely satisfying. Accessibility to project results is beyond expectation for all projects, as coordination meetings with target groups and leading partners remain frequent with transparency and synergy created from the onset along with high projects' promotion and awareness raising. The PP achievement prospects remain satisfactory.

Efficiency is satisfactory under all criteria, with activity timeliness more than satisfactory despite certain Work Plan (WP) adjustments needed as the evaluation of grant applications and contracts' signing for all projects took longer than initially foreseen (almost a year for all projects).

The projects' performance is satisfactory under all monitoring criteria. Average rating is extremely well under **Impact** for all projects (3,40), especially under wider planned effects, as all projects sustain qualitative internal and external monitoring of planned and unplanned impacts with mitigation measures prepared. Despite early implementation, the ensuring of impact achievement is well under

all projects. Furthermore, these theme-based projects are envisaged to be replicated in similar regions as centres of excellence, to ensure continued benefits.

Sustainability prospects are well, with economic viability satisfying as leading partners' ensured financial commitments as well as prepared feasibility studies and business plans with income and investment forecasts for next 5 years. Local project ownership is extremely strong for all projects with satisfying institution building. Policy support is the only <u>weak element</u> under Sustainability as inter-Entity RDA composition is not accepted by the RS Entity, and neither is the RED model based on five territories, the National SME Strategy and State level SME legislation.

A short analysis of the situation for each project follows hereafter:

Project 1 – Vrbas, Joint Tourism Development of the Vrbas Valley

The average rating of 2,98 shows that under all criteria project performs well. The relevance, flexibility and feasibility are at satisfactory level. The project is considered a pilot as significant natural resources and favourable climate, great potentials in terms of developing the agriculture, forestry, industry and tourism, are still unused. Efficiency with the rating 3,00 is satisfying, with input utilisation in line with the implementation stage. The activity timeliness is on target with results premature to be measured at 8% of project's lifetime. The partner contribution and involvement are satisfactory, with great transparency enabled through frequent coordination meetings. The rating 3,00 shows satisfactory Effectiveness, with beneficiaries exposed to results through presentations, coordination meetings with smooth cooperation among partners noted. Measuring PPs is premature, with unplanned negative effects not expected to materialise, with the conclusion that PPs are slightly ambitious since the project is considered a pilot.

The impact prospects are fair, rated 3,00, with project ensuring impact achievement and wider planned effects with the strong commitment of local authorities. The average rating of 2,90 under Sustainability shows that all criteria is well performing including economic viability, local ownership, institution building, socio-cultural adequacy, gender equality, technology appropriateness and environmental protection except policy support. The 2,00 rating is due to inadequate legal basis for the SME, political non-acceptance of the RED by the RS Entity, and no State governmental body directly responsible for development and entrepreneurship.

Project 2 - Vrbas Adventure Resort

The performance is well, averagely rated at 3,10. The average quality of Project Design is 3,00, which underlines high relevance as well as feasibility and flexibility in reinforcing the nature based tourism to build a competitive product that strengthens tourists service delivery, promotes eco and adventure tourism to encourage job creation and development of local entrepreneurship. The rating 3,00 under Efficiency shows input utilisation in line with the implementation and satisfactory activity timeliness. Results seem likely to be achieved but premature to measure at 13% of project's lifetime.

Partner contribution and involvement is extremely adequate with leading partner and beneficiaries involved in project implementation to support transparency. The Effectiveness is well rated under all categories (average 3,00) as beneficiaries are exposed to project results from the onset through presentations, coordination meetings and previous projects jointly implemented. The cooperation between partners is smooth. Measuring PPs is premature, with unplanned negative effects not expected to materialise.

The Impact prospects are extremely well with the rating of 3,50, as impact achievement is expected and wider planned effects ensured through appropriate monitoring arrangements, extremely good cooperation with the local authorities and beneficiaries. The project is envisaged to be turned into the centre of excellence to demonstrate the best practice and replicate it to other regions (Una, Neretva and Tara rivers) and provide multiplied effects on the society and tourism sector. The average rating of 3,00 under Sustainability shows that under all criteria the project is performing well, including economic viability, institution building, socio-cultural adequacy, gender equality, technology appropriateness and environmental protection. Extremely well rating is under local project ownership (4,00) due to strong commitment and involvement of local authorities. The policy support with the rating of 2,00 is due to same reasons as under project 1.

Project 3 - New Tourism Project - Ecotourism Sabici

With the average rating of 3,14, all project criteria is satisfactory. The relevance, flexibility and feasibility are satisfactory, with the rating 3,00, as the project intends to address a destroyed tourist infrastructure (due to war), the lacking qualified tourist personnel, passive promotion, transportation and accessibility. Efficiency with the rating 3,00 is satisfying, with input utilisation in line with the implementation stage as well as activity timeliness despite certain WP adjustments needed as the evaluation of grant applications and contracts' signing for all projects took longer than initially foreseen. Results are expected to be achieved at 30% of project's lifetime elapsed as the unforeseen risk in view of new development plan to potentially assign another location for project's ethno-village is being mitigated by the project partners and ECD Task Manager, showing great ownership over the project.

The rating of 3,22 under Effectiveness shows extremely well exposure of beneficiaries to project results as the importance of joint work and the understanding of beneficiaries, leading partners and stakeholders' roles were recognised. Regular coordination meetings with beneficiaries are organised to discuss project objectives and individual interests. PPs are expected to be achieved, with the rating 3,00, as the project represents the continuation of efforts by local authorities and donors to bring the community to become a recognised tourist product. The unplanned negative effect in view of change of location for the ethno-village is expected to be mitigated. The impact prospects are extremely well, 3,50, with project ensuring impact achievement and wider planned effects with the strong commitment of local authorities. By uniting resources to achieve competitiveness of tourism product, the project can also be used as centre of excellence to demonstrate the best practice in similar regions.

The Sustainability rated 3,00 shows satisfactory prospects under all criteria, including economic viability, institution building, socio-cultural adequacy, gender equality, technology appropriateness and environmental protection. Extremely well rating is under local project ownership due to strong commitment and involvement of local authorities and beneficiaries included in decision making processes and all implementation stages. The policy support with the rating of 2,00 is due to the same reasons as under project 1.

Project 4 - Bosnian Kingdom Trail

With the average rating of 3,32, the performance is best among the monitored projects. The quality of Project Design, rated 3,70, strongly underlines project's relevance, feasibility and flexibility. Benefits from previous projects continue to be present as well as great interest and commitment of local authorities and citizens, based on project's participatory approach to community development, which further reinforces already strong local ownership. The project assists 10 communities where cultural and historical monuments are in poor condition, with poor infrastructure and roads, non-existent information centres, accommodation and organised tourist offer with non-qualified personnel and inadequate promotion for the region to become a recognised tourist destination and the product of Bosnian Kingdom a recognised brand. The rating 3,20 under Efficiency shows the activity timeliness beyond expectation, input utilisation on target with results likely to be achieved (despite only 16% of project's lifetime elapsed). Partner contribution and involvement are satisfactory and support transparency over implementation. The Effectiveness is well under all categories (3,22) with extremely well beneficiaries' exposure to results (4,00) from project's onset in view of workshops, trainings and promotional event organised to raise awareness. PPs expected to be fully realised as strong foundation was already created through the previous project, Heritage Trail (CARDS 2004), with unplanned negative effects not expected to materialise.

The Impact prospects are extremely well, rated 3,50, with expected impact achievement and wider effects ensured through appropriate monitoring arrangements, extremely good cooperation with the local authorities and beneficiaries. The project is envisaged to be turned into the centre of excellence to replicate the best practice to other regions. The average rating of 3,00 under Sustainability shows that under all criteria the project is performing well, including economic viability, institution building, socio-cultural adequacy, gender equality, technology appropriateness and environmental protection.

Extremely well rated is local project ownership due to strong commitment of local authorities and beneficiaries included in workshops to assist preparation of working plans on the tourist product, thus being strongly involved in decision making process concerning the project orientation and implementation. The policy support is rated 2,00 for the reasons as mentioned under project 1.

Project 5 - Posavina—Hunting and Fishing Paradise

With the average rating of 3,12, the performance is satisfactory. The quality of project design is satisfactory, with relevance, flexibility and feasibility rated 3,00. The project revives neglected fishing and hunting potentials through the creation of single tourism product and inter-Entity cooperation and networking for the first time since the war. Due to evaluation of grant applications and contracts' signing taking longer than foreseen, the project encountered slightly different situation than originally planned in case of 3 municipalities due to the change of local authorities' management, weak coordination among fishing/hunting associations and mines destroying animal pool, thus making the alternations justified. Efficiency with the rating 3,00 is satisfying, with inputs utilised well. The activity timeliness is on target with results expected to be achieved at 25% of project's lifetime. The rating of 3,22 under Effectiveness shows extremely well the exposure of beneficiaries to project results as the importance of joint work and the understanding of beneficiaries and partners' roles were recognised.

Regular coordination meetings are organised to discuss project objectives and individual interests. PPs are expected to be achieved, with the rating 3,00, as the implementing agency already implemented projects in 3 fishing and 3 hunting locations, thus creating strong foundation for the current project. The impact prospects are extremely well, 3,50, with project ensuring achievement and wider effects along with strong support of local authorities. By uniting resources to achieve competitiveness of tourism product, the project can also be used as centre of excellence to demonstrate the best practice in similar regions.

The Sustainability prospects rated 3,00 shows satisfactory, under all sub-criteria, including economic viability, institution building, socio-cultural adequacy, gender equality, technology appropriateness and environmental protection. Extremely well rating is under local project ownership due to strong commitment and involvement of local authorities and beneficiaries included in decision making processes and all implementation stages. The policy support with the rating of 2,00 is due to same reasons as under project 1.

In conclusion:

The projects' performance is satisfactory under all monitoring criteria with these theme-based projects to be used as centres of excellence to replicate the best practice in similar regions to ensure continued benefits by using bottom up approach. The only weak element is policy support to the RED, as inadequate legal basis for the SME, political non-acceptance of the RED by the RS Entity, and no State governmental body directly responsible for development and entrepreneurship continue to undermine any real progress at State level.

3.3. Strong and Weak Points by Criterion

The strengths and the relative weaknesses of the monitored projects are presented in Table 6 below, by referring to the specific criteria and sub-criteria (see Table 5 for their definition). All the projects have strong points under main criteria and sub-criteria, with only extremely strong points (rating over 3,00) presented below. The weakest point has always been related, as underlined, to poor policy support (M53):

Table 6: Strong and weak points per main criterion and sub-criterion

Project		1	2		3	4		5	TOTAL
Pro	ject-visits	1	1		1		1		5
	Main		M4	МЗ	M4	M1	M2	М3	М3
+	Criterion		101-4	IVIO	IVIT	M3	M4	M4	M4
Strongest					M31 N		112	M11	M31
ouć	Sub-		M42	IVIO		№	122	10111	M42
Str	criterion			l N	142	l .	131		
			M52		150	l	142	M52	M52
	N.4 - ' -			IV	152	I IV	152		
kest	Main Criterion								
Weakest	Sub- criterion	M53	M53	M53	M53	M	153	M53	M53

3.4. Analysis per Type of Partner

Programme has already attracted a large number of multi-disciplinary partners, with a wide range of technical, administrative, financial and scientific capacities. Partners are mainly falling under the following generic categories:

- National Authorities
- Public Sector Institutions
- Museums
- NGOs
- Government non-profit Organisations

Depending on the scientific, technical and business project context, the involvement, motivation and effectiveness of each partner type may vary significantly, also depending on the capacity of each individual partner institution. The type of partners for the monitored projects is presented in the table below.

Table 7: Type of Partners of Projects

	Projects							
Type of partner	1	2	3	4	5			
National Authorities	✓		✓		✓			
Museums/Libraries				✓				
Public Sector Institutions	✓	✓			✓			
NGOs		1	✓	✓	✓			
Government non-profit Organisations			✓					

An analysis is provided below of the performance and attitude of each partner type group, as observed through the monitoring of the implementation of the Projects.

National Authorities

Strong commitment and involvement of national authorise is noted, with resource capacity at satisfactory level as well as local project ownership. Some of national authorities implementing projects for the first time show excellent knowledge of project cycle management and application preparation while confusing definitions of results and outputs. Coordination and transparency is ensured to maintain the quality of collaboration at satisfactory level.

Museums/Libraries

The involvement in project implementation is satisfactory with resources more than adequate to allow efficient implementation. The only remark made by museums is that financial resources are inadequate to meet the demands of facility reconstruction.

Public Sector Institutions

Extreme adequacy in terms of resource capacity and support to the project is noted, with high involvement in all cycles of project implementation. Satisfactory coordination over numerous target groups is exemplary, as well as transcending of administrative borders for the purpose of information exchange and transparency to ensure multiplier effects.

NGOs

Excellent management and coordination skills are noted in projects' implementation with high involvement of project partners and beneficiaries in all project activities to ensure efficiency. Coordination, transparency and proactive approach in lobbying towards national authorities is noted to ensure lasting benefits from the Programme.

Government Non-Profit Organisations

Adequacy in terms of resource capacity and financial support to the project is noted with quality collaboration among partners maintained on daily basis. Frequency in coordination meetings noted as well.

4. SPECIAL ISSUES

4.1. Logical Framework (LF) Approach

All monitored projects provided a LF in their grant applications. The majority of projects have developed appropriate Objectively Verifiable Indicators (OVIs). In some cases not all the OVIs are measurable or specific enough and/or they are mixed with outputs. In some cases results were mixed with outputs while in one case inconsistency of PP definitions were noted while comparing LF to the grant application. However, as these projects are rather small, relatively simple and straight forward, with results and outputs well defined and qualitative, even without fully developed OVIs, it is possible to asses their achievements in the later run.

4.2. Follow up on Recommendations

Bearing in mind the variety of project partners mentioned in the previous chapter, the below listed recommendations have been addressed to the project partners under the monitored projects. Since inadequate interaction between EU RED tourism projects is noted, an overall recommendation for all 5 monitored projects is to create synergy among EU funded projects to enable information and experience exchange, as well as transparency. Since these projects have not been previously monitored it is not possible here to draw an appraisal on whether or not the previous monitoring recommendations have been considered / taken on board.

Project 1 - Vrbas, Joint Tourism Development of the Vrbas Valley

- To provide in the next Interim Report qualitative OVIs at the OO and PP levels to facilitate management and monitoring of implementation (especially carefully elaborate OVIs under PP4);
- To systematically address the perception of tourism in target areas to ensure opportunities offered by the tourism sector are properly comprehended by target groups to sustain project benefits;
- To prepare a detailed training plan: topics per trainee categories, trainer/input allocations, clear timeframes, etc. with evaluation records to be obtained;
- To create synergies with other EU funded projects to enable transparency and experience exchange.

Project 2 - Vrbas Adventure Resort

- To provide qualitative and time-bound OVIs at the OO level and for Results 9-10 to facilitate monitoring;
- To continue monitoring the assumptions and risks from LF to make prompt corrective actions;
- To prepare detailed training plan envisaged for implementation months 6-11 to include topics, trainee categories, input allocations, timeframes, etc;
- To consider starting networking at BiH level sooner for the "Four Rivers" project to enable the creation of the foundation within project's lifetime;
- To synchronise and systematically address Working Package 6 to enable transparency and Results attainment;
- Elaborate in next Interim Report on project's approach to enlargement of existing and attraction of at least 8 new SMEs (per OVI in the LF);
- Create synergies with EU SME projects to sustain experience exchange and replication of benefits

<u>Project 3 – New Tourism Project – Ecotourism Sabici</u>

- To ascertain that future project design includes unified definitions of project objectives (OO, PPs);
- To continue proactively to involve beneficiaries in all implementation cycles to remove reservations towards organic food production and ensure training attendance (especially for the women);
- To define measurable OVIs at the level of OO and PPs to facilitate monitoring and management;
- Appropriately analyse the risk of lack of interest in the organic food and prepare remedial actions;
- Create synergies with other EU RED funded projects to maintain transparency and coordination.

Project 4 - Bosnian Kingdom Trail

- To consider commencing the reconstruction and/or renovation of monuments earlier than planned, to have sites ready for the coming tourist season;
- To promptly advise and coordinate activities with the FBiH Institute for urbanism, physical planning and protection of cultural heritage to ensure uninterrupted implementation;
- To continue creating synergies, in particular with other EU RED funded projects.

<u>Project 5 – Posavina—Hunting and Fishing Paradise</u>

- To consider beneficiaries' request to commence, where possible, the reconstruction of facilities and/or enrichment of fish/animal pools earlier than planned;
- To appropriately analyse emerging risks of lack of interest by local entrepreneurs (hotels, restaurants, etc) and jeopardised enrichment of fish ponds by sand extraction and prepare remedial actions;
- To quantify the OVIs at the OO level to enable monitoring of progress and performance;
- To create synergies with other EU RED funded projects to maintain transparency and coordination;
- Continue lobbying with municipal authorities to influence permanent financing is annually allocated.

5. Success Story

All of the monitored projects have received "b" scores under all monitoring criteria and can thus be considered as successes. Among them, the project "Bosnian Kingdom Trail" received "a" score for the Quality of Project Design, as well as "b" scores under all other criteria, so can be considered first among equals.

5.1. Background

The project is part of CARDS 2006 package that involves 12 projects for 3.1 MEUR. It builds on the predecessor under CARDS 2004, which had laid the needed groundwork through cooperation with 5 communities for the purpose of producing a well branded tourist offer on the common thematic ground of the medieval Bosnian Kingdom heritage. The current project further enhances the tourist offer with 5 additional communities with the aim to make the region become a recognised tourist destination and the product "Bosnian Kingdom" a recognised brand. This is fully in line with the priorities of Regional Development Strategies for Central BiH-REZ and Sarajevo- SERDA Regions that identify tourism among most prosperous opportunities for the region; the FBiH Entity Decision for dissemination of funds for protection, conservation and reconstruction of cultural and historical heritage and the BiH Medium Term Development Strategy (PRSP), 2004–2007. Thus, strong local ownership and relevance are clearly observed in this project.

5.2. Reasons of Success

The main reasons of the project's success are as follows:

- Strong local ownership, as the project is fully embedded in local structures and relevant actors fully involved in project design: the Grant Application was designed jointly by project partners, based on perceived needs of target groups/beneficiaries; local authorities fully involved in order to ensure financial and other sorts of commitment; and the end beneficiaries consulted during the planning and implementation stages.
- Well elaborated methodology under five activity components, clearly connected to the achievement of Results with relevant and concise OO and PP defined;
- Excellent quality of LF that contains measurable (time-bound and qualitative) OVIs at OO,
 PP and Result levels, greatly facilitating project management and monitoring.
- Previous cooperation among leading partners and target groups during the implementation of various projects (besides Heritage Trail, in 2002 Living Heritage Programme was financed by King Baudouin Foundation & Open Society Fund; in 2005 Traditional Handicrafts, ECD, King B.F), built a strong foundation for the current project.
- Regular workshops and training of beneficiaries and stakeholders besides assisting the
 preparation of working plans on the tourist product fully involve target groups in the decision
 making process concerning the project orientation and implementation, provides regular
 exposure to project services and results and proactively involves them to participate in both
 economic and social development of their communities.
- A clear internal and external monitoring system, as well as frequent (weekly) coordination
 and communication among leading partners ensures transparency and the appropriateness of
 monitoring arrangements to be able to take remedial measures to improve positive and/or
 decrease negative impacts.
- The involvement of greater number of target groups and beneficiaries (10 municipalities) assists the creation of a single tourist offer (theme-based project), contributes to a more harmonised overall environment, facilitates the establishment of a single economic space and provides multiplied effects on the society and tourism sector as many segments of the current project can be replicated to other tourism sectors as centres of excellence.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1. Overall Conclusions on the Programme, as Implemented

Appraised on the basis of the five monitored projects, the Programme clearly reinforces the achievements of the EURED, aiming to contribute to SME and RED by assisting the five economic regions in BiH to get closer to EU principles through supporting the development of tourism, successful tourism products and business infrastructure supply in order to provide for the economic regeneration, job creation, human and infrastructure development.

The CfP requested projects based on regional allocation and specifically to provide benefits for most of the municipalities in the given region or design a cross-regional project. It very clearly defined the sectors to be covered by the proposals (SME and tourism) as well as detailing a list of priorities to be addressed.

The individual projects' objectives and results are consistent with the OO and PP of the Programme. They are appropriately covering the sectors identified in the CfP (SME support and tourism development) and embrace more or less all the sectors' priorities. This provides a portfolio of projects adapted to specificities of each region and balanced in terms of programme objectives.

The PP of the entire package is aimed at supporting economic regeneration, job creation and human and infrastructure capacity development of the regions through individual projects achievements. The projects seem realistic, so it is likely that the overall programme will achieve its PP in the given timeframe.

All grant contracts stipulate the submission of mid-term and final reports. In addition, frequent coordination meetings between leading partners are maintained, with e-mail and telephone communication with the ECD and monthly reporting ongoing. The monitoring mechanisms, both internal (by project management and partners) and external (established by the RDAs), function well. All this provides sufficient insight into the achievements of individual PPs and consequently the achievement of OO and PPs of the Programme.

A summary of key issues identified by the ROM is presented below:

Project Design

The relevance of Programme design and intervention logic remain appropriate despite certain adjustments needed at the start of each monitored project due to the evaluation of grant applications and contracts' signing taking longer than initially foreseen. Logical individual PPs, results and outputs were defined in LFs for all projects, clearly leading to the achievement of Programme's OO and PPs. The LF mechanisms and the importance of OVI still need to be fully reinforced with some projects and definitions of OO, PP and results vs. outputs clarified.

Project Duration

The implementation for the monitored projects under the Programme commenced between September and December 2007 with the individual lifespans between 18 and 30 months. The projects duration seems appropriate considering the engaged methodology and detailed activities elaborated in Work Plans. Some projects may require extension due to adjustment to the Work Plan needed because of the long span between grant application submission and actual implementation start due to which certain activity components needed to be reorganised and timelines changed.

Sustainability Prospects

The co-financing scheme used under the Programme ensures sustainability as well as full participation and ownership of local authorities as the projects are obliged to provide between 10-46% of the total budget from sources other than EC. Contributions were provided by the local authorities (municipalities), partners involved and/or from projects' own funds. All projects are fully embedded in local structures and the Programme by using bottom-up approach is expected to be sustainable despite inadequate support at the policy and political level. The social and cultural aspects, gender equality, human and technical resources and environmental aspects are fully covered by the Programme.

6.2. Lessons Learnt

The experience gained through the monitoring of the five tourism projects in the frame of CfP V in 2008 has shown the following:

- Focus on theme based projects: It has been noted that such projects consolidate human and technical resources both locally and regionally thus creating synergetic effect and are a driving force of working together more transparently. Through regional approach, the sector coordination and networking are supported, the resource utilisation maximised and regional attractions grouped and recognised as a single brand.
- Mobilisation of national stakeholders: The involvement and commitment of national stakeholders in view of financial commitment and involvement in various implementation stages proved to reap additional benefits and further support project activities, thus creating additional synergies, transparency over national/donor actions, easier problem resolution and removal of obstacles in tourism development to sustain regional development and employment creation. Finding the right balance between competencies on State and Entity level to support the RED and SME still need to be carefully synchronised.
- Increased coordination between projects and target groups: Frequent communication and coordination between leading partners and target groups/beneficiaries provide information exchange and transparency and systematically address the perception of tourism in target areas to ensure opportunities offered by the tourism sector are properly comprehended to sustain project benefits. This could be also applied for **policy and activity coordination**, as transparency, timely update and coordination between national authorities (decision makers) and/or projects/target groups assist sound decision making and uninterrupted implementation.
- **Proactive involvement of beneficiaries in implementation**: It was noted that by proactively involving the end beneficiaries in all implementation cycles, certain reservations towards new experiences and technologies are being removed and greater benefits ensured.
- Regular risk analysis: Besides internal and external monitoring system, projects need to perform regular analysis of accompanying risks and assumptions to ensure remedial actions are ready to improve positive and/or decrease negative risks/assumptions.
- Synergy with other EU RED and SME projects: Unfortunately, the monitored projects under the Programme do not sustain sufficient synergy or transparency. The uncoordinated assistance or the lack of enough coordination can contribute to unclear and inefficient implementation and overlap. It is therefore important to pay specific attention to the synergy creation.

6.3. Recommendations

Following the above analysis, the following recommendations are presented for the consideration of the relevant EC Services:

- 1. Consider the issue of certain adjustments update of Work Plan needed at project start due to the evaluation of grant applications and contracts' signing taking longer than initially foreseen (almost a year for all monitored projects).
- 2. New applicants need to be introduced to the PCM/LF techniques to have the proper understanding of OO, PP, Results and outputs, enabling them to appropriately define the project objectives and the OVIs.
- 3. Continue lobbying with the relevant national authorities to assist resolution of various project implementation issues, facilitate adoption of relevant secondary legislation (regulations and rulebooks) and permanent financing for the tourism sector.
- 4. Ensure that greater synergy among EU RED and SME projects is created to sustain experience and information exchange for the purpose of benefits replication.
- Continue addressing the weak policy support to place the issue upstream, on the institutional level, in order to contribute to the creation of an enabling and more conducive environment for these community-based projects.

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.)

C/N	Project Ref. No	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Key Observations / Recommendations
1.	144039	Vrbas, Joint Tourism Development of the Vrbas Valley	28/12/09	Bugojno Municipality	41105.01	b	b	b	b	b	Project partners and beneficiaries are highly involved and allow efficient project implementation. The Task Manager is advised to recommend the contractor to: Provide in the next Interim Report qualitative OVIs at the OO and PP levels to facilitate management and monitoring of implementation (especially carefully elaborate OVIs under PP4); Systematically address the perception of tourism in target areas to ensure opportunities offered by the tourism sector are properly comprehended by target groups to sustain project benefits; Prepare detailed training plan: topics per trainee categories, trainer/input allocations, clear timeframes, etc. with evaluation records to be obtained; Create synergies with other EU funded projects to enable transparency and experience exchange.
2.	144037	Vrbas Adventure Resort	06/05/09	Tourist Organisation Banja Luka	41106.01	b	b	b	b	b	The project started implementation in satisfactory manner. The Task Manager is advised to: provide the letter of support to the project in order for regulations and rulebooks for the tourism sector to be adopted within project's lifetime; The Task Manager is furthermore advised to recommend the contractor to: Provide qualitative and time-bound OVIs at the OO level and for Results 9-10 to facilitate monitoring; Continue monitoring assumptions and risks from LF to make prompt corrective actions; Prepare detailed training plan envisaged for implementation months 6-11 to include topics, trainee categories, input allocations, timeframes, etc; Consider starting networking at BiH level sooner for the "Four Rivers" project to enable the creation of the foundation within project's lifetime; Synchronise and systematically address W. Package 6 to enable transparency and Results attainment; Elaborate in next Interim Report on project's approach to enlargement of existing and attraction of at least 8 new SMEs (per OVI in the LF); Create synergies with EU SME projects to sustain experience exchange and replication of benefits.
3.	144256	New Tourism Product – Rural Ecotourism in Sabici	16/04/09	Foundation of Local Democracy Sarajevo	41107.01	b	b	b	b	b	The project actively provides the access to results and services and recognises the importance that all target groups/beneficiaries understand the importance of joint work. The Task Manager is advised to: Continue lobbying with the Federal Ministry to assist the location for the ethno-village is resolved; The Task Manager is furthermore advised to recommend the contractor to: Ascertain that future project design includes unified definitions of project objectives (OO, PPs); Continue to proactively involve beneficiaries in all implementation cycles to remove reservations towards organic food production and ensure training attendance (especially for the women); Define measurable OVIs at the level of OO and PPs to facilitate monitoring and management; Appropriately analyse the risk of lack of interest in the organic food and prepare remedial actions; Create synergies with other EU RED funded projects to maintain transparency and coordination.
4.	144041	Bosnian Kingdom Trail	02/04/10	Community Development Foundation Mozaik	41108.01	а	b	b	b	b	The project uses a participatory approach to community development, actively promotes the use of and benefits from project services and proactively involves partners and beneficiaries to participate in the economic and social development of their communities, building strong local ownership over the process. The Task Manager is advised to recommend the contractor to: Consider commencing the reconstruction and/or renovation of monuments earlier than planned, to have sites ready for the coming tourist season; Promptly advise and coordinate activities with the FBiH Institute for urbanism, physical planning and protection of cultural heritage to ensure uninterrupted implementation; Continue creating synergies, in particular with other EU RED funded projects.

С	Projec Ref. N		Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Key Observations / Recommendations
	i. 144261	Posavina—Hunting and Fishing Paradise	28/05/09	Tourist Association of Posavina Canton	41109.01	b	b	b	b		Despite contractor's only two-year operational experience, excellent collaboration with many target groups has been established, with the project's transcending of administrative borders recognised as one of major benefits of the overall assistance. The Task Manager is furthermore advised to recommend the contractor to: Consider beneficiaries' request to commence, where possible, the reconstruction of facilities and/or enrichment of fish/animal pools earlier than planned; Appropriately analyse emerging risks of lack of interest by local entrepreneurs (hotels, restaurants, etc) and jeopardised enrichment of fish ponds by sand extraction and prepare remedial actions; Quantify the OVIs at the OO level to enable monitoring of progress and performance; Create synergies with other EU RED funded projects to maintain transparency and coordination; Continue lobbying with municipal authorities to influence permanent financing is annually allocated.