



**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**

**Synthesis Report on
*EU Funded National Projects in
Serbia monitored in 2009***

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It is recalled that the ROM system focuses on individual projects and is solely designed to measure their individual performance, within the overall frame of the Project Cycle Management (PCM) approach. Its methodology and criteria have not been thought for (foreseen?), nor tailored to allow drawing more general findings, conclusions or recommendations on any higher or wider level, such as sectors, countries or regions.

For this reason, attention is drawn to the fact that such more general findings and conclusions, formulated in this Synthesis Report, should be considered as indicative only, without any statistical validity or reliability whatsoever.

REPORT COVER PAGE

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1. ACHIEVEMENTS

1.1. Overview of outputs

During the period from 01/01/2009 to 31/12/2009, the following have been achieved with regard to the monitoring of national projects in Serbia:

58 ongoing national (bilateral) projects were monitored.

62 missions were implemented.

62 sets of ROM outputs (Monitoring Reports, Background Conclusion Sheets and Project Synopses) were submitted.

The monitored projects cover a total of 30 specified sectors (at CRS level code):

- 1 project in 11330 - Vocational training
- 4 projects in 12110 - Health policy and administrative management
- 1 project in 12191 - Medical services
- 1 project in 12261 - Health education
- 2 projects in 14050 - Waste management/disposal
- 6 projects in 15110 - Economic and development policy/planning
- 2 projects in 15111 - Public Finance Management
- 1 project in 15130 - Legal and judicial development
- 10 projects in 15140 - Government administration
- 2 projects in 15150 - Strengthening civil society
- 2 projects in 15160 - Human Rights
- 1 project in 15210 - Security system management and reform
- 1 project in 16010 - Social/ welfare services
- 2 projects in 16020 - Employment policy and administrative management
- 1 project in 21010 - Transport policy and administrative management
- 1 project in 21030 - Rail transport
- 2 projects in 21040 - Water transport
- 1 project in 23065 - Hydro-electric power plants
- 2 projects in 25010 - Business support services and institutions
- 3 projects in 31110 - Agricultural policy and administrative management
- 2 projects in 32130 - Small and medium-sized enterprises (SME) development
- 1 project in 31195 - Livestock/veterinary services
- 1 project in 33100 – Trade policy and regulations
- 1 project in 33110 - Trade policy and administrative management
- 1 project in 33120 - Trade facilitation
- 1 project in 41010 - Environmental policy and administrative management
- 1 project in 43040 - Rural development
- 1 project in 72010 - Material relief assistance and services
- 2 projects in 93010 - Refugees in donor countries
- 1 project in 99800 – Unallocated / unspecified

The total budget (EC contribution) covered was € 118,451,271. The average size of the monitored projects was € 2,042,263.

2. ANALYSIS OF ROM RESULTS

2.1. Operational Conclusions

2.1.1 Best Practices

This section highlights the examples of best practices identified among the projects monitored. In order to identify the candidate projects and single out the best practices, the following method was applied:

Stage 1: Draw up a "shortlist" of all "very good" projects, having a general average score above 3,00.

Stage 2: Select all projects which have at least one "A" grade.

Stage 3: Remove all projects which have "C" or "D" grade.

The result of the application of the above three steps is presented in the following table of sixteen (16) success stories in 2009.

Table 1: Short-listed success stories in 2009

#	Title	EC Budget (€)	Project Authority (Contractor)	Mission type	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Average Score	% of excellence
1	Needs analysis for the National Bank of Serbia	397,183	European Central Bank	A	A	A	A	A	B	3.84	95 %
2	Municipal Infrastructure Support Programme (MISP)	3,099,690	EPTISA Servicios de Ingeniería	A	B	A	B	A	A	3.64	88 %
3	Technical Assistance for Medical Waste Management	980,095	Carl Bro Group, Grontmij	A	B	A	A	A	B	3.57	86 %
4	Institutional support programme to Institutions of the Government of Serbia dealing with Refugees-IDPs	266,484	International Organization for Migration (IOM)	A	B	A	B	A	A	3.57	86 %
5	Strengthening the role of civil society	4,500,000	UNDP	A	A	A	B	A	B	3.56	85 %
6	Legal assistance programme to the institutions of the Government of Serbia dealing with refugees-IDPs	1,498,000	Dansk Flygtningehjaelp	A	A	B	B	A	B	3.55	85 %
7	Additional Support to Vocational Education and Training Reform	479,809	GOPA Consultants	A	B	B	B	A	B	3.46	82 %
8	Inclusion of civil society in poverty related policy process	2,040,000	UNDP	A	A	A	B	A	B	3.46	82 %
9	Operational grant to enhance operations of regional socio-economic development agency Banat	540,019	Regional Economic Development Agency "Banat" (RDA Banat)	F	B	B	B	A	B	3.43	81 %
10	Transforming Residential Institutions for Children and Developing Sustainable Alternatives	1,399,132	UNICEF	MR	B	B	B	A	B	3.41	80 %
11	Modernisation of the National Employment Service	912,592	Gesellschaft für Versicherungswissenschaft und Gestaltung	MR	B	B	B	A	A	3.39	80 %
12	Municipal Support Programme, North Eastern Serbia - MSP NE	6,695,920	VNG International	MR	B	A	B	B	B	3.36	79 %
13	Institutional support to the Serbian consumer protection sector	1,478,100	EURECNA SRL CNA Vento Int. Services	A	B	A	A	B	B	3.34	78 %
14	Operational grant to enhance operations of regional economic development agency for Sumadija/Pomoravlje	518,807	Regional Economic Development Agency Sumadija/Pomoravlje	F	A	A	B	B	B	3.28	76 %
15	Operational grant to enhance operations of regional economic development agency "Zlatibor"	561,547	Regional Economic Development Agency "Zlatibor"	F	B	B	B	A	B	3.17	72 %
16	Institutional Capacity Building within the Phytosanitary Directorate	1,500,000	Ministry for Agricultural Food and Forestry Policies Italy	MR	B	B	B	A	B	3.08	69 %

Stage 4: Identify one success story in terms of design quality, sound operational set-up and expected results. The result is summarised in the following table providing a short profile of the selected project and presenting comments on the selection process and reasons for success.

Table 2: Success Story

Project Title	Needs analysis for the National Bank of Serbia	
Monitoring	Report N° & grades	119600.01 / A-A-A-A-B
	Previous grades	-
Type of Mission	A	
Sector	15111 - Public Finance Management	
Intervention Logic	<p>Overall Objective: To carry out a needs analysis of the current regulatory and operational framework of the NBS, as well as of its policies and practices. All these elements will be measured against a benchmark represented by the standard institutional and operational pattern of an EU central bank's operating policies and practices.</p> <p>Project Purpose: To identify areas where the NBS will need to make progress either by implementing new rules or policies, or adopting practices or training staff in order to operationally advance preparations for joining the European System of Central Banks (ESCB) upon the accession of Serbia to the EU.</p> <p>Expected Results: Proposal of a benchmark for laws, regulation, policies and practices that should be achieved by the time of the accession of Serbia to the EU; Taking stock of Serbian laws and regulations and NBS policies and practices; Presentation of a report with recommendations for future developments by the NBS in order to close any possible gaps between the current regime and the benchmark.</p> <p>Planned activities: There are three phases / sets of activities: Agreeing on the benchmarking system; Carrying out studies; Drafting the needs analysis report.</p> <p>The Action will address 6 different areas within the NBS: Bank Supervision, Bank Reserve Management and Liberalisation of Financial Market; Harmonisation with the <i>acquis communautaire</i> of legislation under the competence of the NBS; Liberalisation of capital movements; Conduct of monetary policy and foreign exchange rate regime; Monetary, financial and balance of payments statistics; Financial services consumer protection.</p>	
Key Issues and recommendations	<p>The project has enjoyed a rather stable political situation in the country and its scope has been consistent with NBS's position and mandate. The European Central Bank (ECB) is managing the project with clearly defined arrangements. The International Relations Department of the NBS has assigned Programme Coordinators to follow each area of intervention and support the relevant NBS departments in collaboration with the project's expert teams. A Project Steering Committee (PSC) headed by the Governor of the NBS and consisting of the NBS management, the ECB project management team and representatives of the 17 Central Banks of EU Member States (MS-CBs) taking part in the project, is meeting every 3 months to follow up the project achievements, the timeliness and quality of delivered results. The benchmark setting, the analysis and the draft reports by the experts have all been delivered on-time and following close cooperation with the relevant NBS target groups. The project had more than adequate flexibility even in its qualitative approach and its outcome will be of great usability and applicability in the next steps of the NBS development process. The NBS cooperated closely with governmental institutions (Statistics Office, Ministry of Finance, Ministry of Trade et al), so that the project experts would have an integrated view of the processes and involved actors inside or outside the NBS. Networking was also considered as a significant project outcome, enhancing the openness of the NBS officials and fostering closer cooperation with other MS-CBs.</p> <p>Recommendations: NBS: 1. Continue the pro-active efforts towards diffusing and implementing the project's recommendations. 2. Further utilise the networking opportunities offered by the project for more interaction with the ESCB. 3. In co-operation with the ECB and the EUD, further fine-tune the next project selecting the appropriate areas for intervention so as to cover the existing and future needs of the various Departments. ECD: 1. Foresee that the next project start is planned as soon as possible, so as to continue the very positive momentum existing in the NBS towards the general aim of its development and harmonisation with the ESCB.</p>	

2.1.2 Problematic cases

This section highlights the problematic cases identified among the projects monitored. In order to single out the problematic cases, the following four-stage method was applied:

Stage 1: Draw up a “shortlist” of all projects with “serious deficiencies, having a general average score below 2,00.

Stage 2: Select all projects which have at least one "D" grade

Stage 3: Identify the problematic cases in terms of design quality, sound operational set-up and expected results.

The application of the method resulted in no project identified to be experiencing major difficulties.

2.2. Performance Conclusions

2.2.1 Overall performance

The frequencies or % of A, B, C, and D occurrence are presented based on the grades of the Monitoring Reports in order to illustrate the number of A and B (very good or good performance) over the total number of grades in the ROM outputs, i.e. a percentage of 50% demonstrates that in the respective category there are more A or B than C or D. The following table illustrates the performance of the 58 projects monitored along with the average score.

Table 3: Average DAC criterion scores for main criteria

#	Criterion	Good (A or B)				Average Score			
		F mis-sions	MR mis-sions	A mis-sions	All mis-sions	F mis-sions	MR mis-sions	A mis-sions	All mis-sions
1	Relevance and Quality of design	78%	91%	90%	88%	3.13	2.94	3.22	3.03
2	Efficiency	89%	72%	81%	76%	3.06	3.00	3.30	2.92
3	Effectiveness	89%	75%	81%	78%	3.08	3.00	3.30	2.96
4	Impact	100%	88%	95%	91%	3.02	2.92	3.20	3.14
5	Sustainability	78%	75%	86%	78%	3.13	2.95	3.26	2.90
Average		100%	94%	90%	93%	3.02	2.93	3.24	2.99

In general, the 58 projects monitored in the period from 01/01/2009 to 31/12/2010 performed well (average “B” grade) with regard to all five criteria.

Overall, Impact prospects appear to be the strongest aspect of the monitored projects in 2009, followed by Relevance and Quality of Design. The projects have also performed well in general, in terms of Effectiveness (the contribution of the projects’ results to the achievement of their project purpose) and Efficiency (how well the planned inputs/means and activities are converted to outputs leading to the achievement of the expected results). The relatively weaker area of performance of the monitored projects is related to their potential sustainability, noted though that sustainability prospects have been assessed as good (B / 2.90).

It can be observed that the assessment of the projects’ relevance and design quality is better at the stage of projects’ completion, indicating that the projects have been flexible enough to adjust to their evolving implementation environment. The projects’ effectiveness, impact prospects and potential sustainability are higher by project completion, as expected since at that stage the projects have delivered all their outputs and have achieved the expected results. It is worth noting particularly the high score for Impact prospects, which indicates a high receptiveness of the EC External Cooperation initiatives in Serbia coupled to an apparent very appropriate design of the projects in order to cover the existing needs.

The distribution of grades along the 5 ROM criteria is illustrated in the table below.

Table 4: Overview of performance by DAC criterion of MRs for ongoing projects (% of frequency of ratings)

#	Criterion	Very good (A)				Good (B)				Problems (C)				Serious deficiencies (D)				TOTAL	
		F mis-sions	MR mis-sions	A mis-sions	All mis-sions	F mis-sions	MR mis-sions	A mis-sions	All mis-sions	F mis-sions	MR mis-sions	A mis-sions	All mis-sions	F mis-sions	MR mis-sions	A mis-sions	All mis-sions		
1	Relevance and Quality of design	11%	0%	19%	9%	67%	91%	71%	79%	22%	9%	10%	12%	0%	0%	0%	0%	100%	
2	Efficiency	11%	3%	33%	16%	78%	69%	48%	60%	11%	28%	19%	24%	0%	0%	0%	0%	100%	
3	Effectiveness	0%	3%	14%	7%	89%	72%	67%	71%	11%	25%	19%	22%	0%	0%	0%	0%	100%	
4	Impact	33%	13%	38%	22%	67%	75%	57%	69%	0%	13%	5%	9%	0%	0%	0%	0%	100%	
5	Sustainability	0%	6%	10%	5%	78%	69%	76%	72%	22%	25%	14%	22%	0%	0%	0%	0%	100%	
BCS TOTAL Score		0%	0%	29%	10%	100%	94%	62%	83%	0%	6%	10%	7%	0%	0%	0%	0%	100%	
Total number of F-Missions / MRs		9				Total number of MR-Missions / MRs				32				Total number of A-Missions / MRs				21	
Total number of MRs		62				Total number of Projects				58									

The 10% of the monitored projects had very good performance (A grade as overall score), mainly due to their high impact prospects and the efficiency of their implementation. The very good performance seems to have been secured at the final stage of the projects' implementation, when the performance against all five ROM criteria is increased versus the start-up situation, in particular the one in relation to Efficiency and Effectiveness. The B grade (good performance) is met as overall score in 83 % of the projects, with a higher frequency (79 %) for Relevance / Design quality: well designed projects addressing clear and concrete needs of the beneficiaries perform well. The high frequencies of B grade for Effectiveness and potential Sustainability indicate satisfactory ownership of the projects and of their results by the beneficiary side and an environment conducive of the continuation of the stream of benefits created by the projects. The relatively lower frequency of B grades for Impact prospects might indicate that institutional measures are needed in some cases (which are out of the remit of the projects) in order to secure concrete impact. On the other hand, while there are no projects with serious deficiencies, problems were identified in the performance of 7% of the monitored projects; the higher frequency of C grades was identified in the area of Efficiency, which seem to have led also in lower Effectiveness and Potential sustainability of the results.

The following table illustrates the performance of the projects as per category of performance introduced by the EC ROM Development and Coordination Unit (AIDCO/E5).

Table 5: Performance of ongoing projects per Category (I, II, III, and IV)

Category	Performance	F Missions		MR Missions		A Missions		Total	
		Pro-jects	%	Pro-jects	%	Pro-jects	%	Pro-jects	%
Category I	<i>Very good performance (minimum 3 a, no c, no d)</i>	0	0%	0	0%	6	29%	6	10%
Category II	<i>Good performance (a, b, maximum 2 c, no d)</i>	8	89%	28	88%	12	57%	44	76%
Category III	<i>Performing with problems (a, b, minimum 3 c, no d)</i>	1	11%	4	13%	3	14%	8	14%
Category IV	<i>Not performing, or having major difficulty (minimum 1 d)</i>	0	0%	0	0%	0	0%	0	0%
TOTAL		9	100%	32	100%	21	100%	58	100%

At the overall level (i.e. irrespectively of the stage of the projects at the time of the ROM Mission), the picture is very good, with 86% of the monitored projects performed well or very well in 2009. No projects were identified to be experiencing major difficulties or to be not performing, however eight (98 projects 914% of all projects monitored in 2009) were found to be facing problems; respective recommendations were provided by the Monitors for the EC Task Managers to consider. No systematic problems were identified in projects monitored at the end of their Inception Phase, while 29% of the projects monitored near their completion were assessed to be performing very well.

2.2.2 Performance by ODA sector

In this section, performance statistics are presented in relation to the Official Development Assistance (ODA) Sectors:

- ODA 1: Social Infrastructure and Services
- ODA 2: Economic infrastructure and services
- ODA 3: Production sectors
- ODA 4: Multi-sector/Crosscutting
- ODA 5: Commodity aid and general programme assistance
- ODA 6: Action related to debt
- ODA 7: Humanitarian Aid
- ODA 9: Other

The monitored projects cover in total 6 ODA sectors. The percentage of projects with A or B grading per ODA sector is illustrated in the table below:

Table 6: Overview of good performance per ODA sector % of frequency of ratings

ODA	1	2	3	4	5	7	9	
Description	Social Infrastructure and Services	Economic infrastructure and services	Production sectors	Multisector/ Crosscutting	Commodity aid and general programme assistance	Humanitarian Aid	Other	Total
N°operations monitored	36	7	9	2	0	1	3	58
N°reports produced	40	7	9	2	0	1	3	62
Million € covered	71.50	17.70	12.30	7.60	0.00	0.30	9.10	118.50
Relevance and Quality of design	92 %	86 %	89 %	50 %	0 %	100 %	67 %	80 %
Efficiency	81 %	71 %	56 %	50 %	0 %	100 %	100 %	76 %
Effectiveness	83 %	86 %	67 %	0 %	0 %	100 %	67 %	80 %
Impact	92 %	71 %	100 %	100 %	0 %	100 %	100 %	94 %
Sustainability	78 %	86 %	67 %	50 %	0 %	100 %	100 %	80 %
Average	94 %	86 %	89 %	100 %	0 %	100 %	100 %	95 %

The biggest share of the projects (62 %) is under the ODA sector Social Infrastructure and Services, with higher concentration in the CRS sector 15110: Economic and development policy/planning (6 projects). Overall, the higher concentration of projects (6 projects) is under CRS sector 15110: Economic and development policy/planning.

The samples per ODA sector are in general rather small to allow any concrete assessment of performance per sector and any identification of systematic best practices or problem areas, with the exception of the ODA Sector Social Infrastructure and Services. In fact, the vast majority of success stories identified in the previous section of the present report are under this particular sector.

2.2.3 Performance over Time

The provision of reliable comparisons regarding the performance of the portfolios of EC External Cooperation which are monitored from year to year in a Region or country is always fairly difficult, for a number of reasons (e.g. size and representation of samples of projects, different stages of projects monitored and re-monitored, no assurance that the projects have been monitored in all reference years etc.). Consequently, the assessment of the performance over time is based only on re-monitored projects, i.e. those that have been monitored twice or more.

Two (2) projects only were re-monitored in 2008 and 2009:

- Technical Assistance for Medical Waste Management (CRIS No C-162832)
- Training in Health Service Management in Serbia (CRIS No C-166353)

The performance of the 2 re-monitored projects is summarised in the following table.

Table 7: Overview of performance of projects re-monitored in 2008 and 2009

Year	2008		2009	
N° operations monitored	2			
N° reports produced	2		2	
Million € covered	4,902,587.00			
Relevance/Quality of design	100 %	2.85	100 %	3.15
Efficiency	50 %	2.50	100 %	3.28
Effectiveness	50 %	2.84	100 %	3.50
Impact	100 %	3.00	100 %	3.50
Sustainability	50 %	2.41	50 %	2.75
Average	50 %	2.72	100 %	3.24

Improvements are clearly visible in the performance of the projects in relation to all five ROM criteria. This is on one hand due to the fact that as the projects' implementation proceeds, the activities are better stabilized and the outputs and results start to be delivered and are accessed by the beneficiaries, thus increasing the effectiveness and impact prospects. On the other hand, it is hoped that the ROM conclusions and recommendations have had an added value and were adopted by the projects' relevant stakeholders.

On the other hand, there have been some projects which were monitored twice in 2009, i.e. either at end-Inception and then while ongoing or while ongoing and then by completion. The related results of the monitoring are presented in the following table.

Table 10: Overview of performance of projects monitored twice in 2009

Project	CRIS No	Type of Mission	Relevance	Efficiency	Effectiveness	Impact	Sustainability	BCS Overall Score
Support to the Implementation of Anti-Discrimination Legislation and Mediation in Serbia	C-166417	MR	B	B	B	B	B	3.18
		A	B	B	B	B	B	3.18
Joint Support to Local Government - EXCHANGE 2	C-166463	MR	B	B	B	B	B	3.02
		A	B	B	B	B	B	3.06
06SER01/16/002 Municipal Infrastructure Support Programme (MISP)	C-166489	MR	B	B	B	A	A	3.30
		A	B	A	B	A	A	3.64
07SER01/16/11 Technical Assistance to the Emergency Medical Services	C-172490	F	B	B	B	A	B	3.18
		MR	B	B	B	B	B	2.84

No systematic trends can be identified, which could lead to synthesized conclusions. The sample of projects is anyway rather too small to allow this.

ANNEX I

List of Monitored Projects

- Durable solutions for the displaced. housing and income (CRIS No C_166439)
- 05SER01/03/015 Renewable energy feasibility studies - (CRIS No C_164821)
- 06SER01/15/002 Support to the development of national employment policy (CRIS No C_166436)
- 06SER01/16/002 Municipal Infrastructure Support Programme (MISP) (CRIS No C_166489)
- 05SER01/06/002 Institutional Capacity Building within the Veterinary Directorate (CRIS No C_164858)
- Strengthening of the CBC Programme Co-ordination and Management Unit of the Ministry of Finance (CRIS No C_166629)
- Support to the Implementation of Anti-Discrimination Legislation and Mediation in Serbia (CRIS No C_166417)
- Operating Grant to enhance operations of Center for development of Jablanica and Pcinja Districts (RDA) (CRIS No C_161422)
- Operating Grant to enhance operations of Regional Development Agency Eastern Serbia (CRIS No C_161418)
- Operational grant to enhance operations of regional economic development agency for Sumadija and Pomoravlje (CRIS No C_160894)
- Operational grant to enhance operations of regional economic development agency "Zlatibor" (ZRDA) (CRIS No C_160921)
- Operational grant to enhance operations of regional socio-economic development agency Banat (RDA Banat) (CRIS No C_161475)
- Preparation of the Design and the Tender documents for the Revitalisation of the Serbian Navigation Locks at Djerdap I and at Djerdap II (CRIS No C_164940)
- Joint Support to Local Government - EXCHANGE 2 (CRIS No C_166463)
- Institutional Support Programme to the Institutions of the Government of Serbia dealing with Refugees and IDPs (CRIS No C_166466)
- Municipal Development in South West Serbia - Second Phase (CRIS No C_162921)
- 06SER01/11/07/001 Zrenjanin Ecka industrial zone (CRIS No C_166419)
- Support to Parliaments Institutions (CRIS No C_162992)
- Modernisation of the National Employment Service (CRIS No C_166406)
- Strengthening the capacity of MIER in formulation, negotiation and implementation of trade policy and negotiation of trade agreements (CRIS No C_166519)
- Additional Support to Vocational Education and Training Reform (CRIS No C_164893)
- Needs analysis for the National Bank of Serbia (CRIS No C_166677)
- Support to the Implementation of Capitation Payment in Primary Health Care in Serbia (CRIS No C_166347)
- 06SER01/05/004 - Technical Assistance to the High Judicial Council (CRIS No C_166429)
- 05SER01/10/001 Inclusion of civil society in poverty related policy process (CRIS No C_164971)
- 05SER02/03/011 Technical Assistance for the Preparation and Implementation of Administrative Legislation - Phase 2 (CRIS No C_172677)
- 04SER01/08/001 Technical Assistance for Medical Waste Management (CRIS No C_162832)
- 04SER01/01/001 Supply, installation and commissioning of IT equipment, software and applications, peripherals and IT networking material for the establishment of a financial management information system (FMIS) (CRIS No C_162976)
- Transforming Residential Institutions for Children and Developing Sustainable Alternatives (CRIS No C_164963)
- Additional EU contribution to EBRD TAM Programme to assist the pre- and post-privatisation restructuring and development of SMEs in Serbia (CRIS No C_166583)

- 06SER01/10/002 Training in Health Service Management in Serbia (CRIS No C_166353)
- 06SER01/09/001 TA to the commission for the protection of competition (CRIS No C_166462)
- 05SER01/08/11 Legal assistance programme to the institutions of the Government of Serbia dealing with refugees and IDPs (CRIS No C_164936)
- 05SER01/07/002 - Provision of Digital Ortho Photomaps, Serbia (CRIS No C_164879)
- 05SER01/04/016, General Master Plan for the Transport in Serbia (CRIS No C_164977)
- 04SER01/03/004 Capacity Building for Tertiary Health Care (CRIS No C_162755)
- 06SER01/06/04/001 - Technical Support to Enterprise Policy and Innovation (CRIS No C_166403)
- 05SER01/06/004 Institutional Capacity Building of the Food Chain Laboratory Administration (CRIS No C_164909)
- Support to Regional Development Agencies - Regional socio-economic development programme II (RSEDP). (CRIS No C_209216)
- 06SER01/16/003 Waste separation line for RSW project "Duboko" (CRIS No C_166394)
- 05SER01/06/003 Institutional Capacity Building within the Phytosanitary Directorate (CRIS No C_164888)
- 05SER01/04/003, Second Project for Establishment of the Programme Implementation Unit (PIU) to the Serbian Railways Company (ZTP) (CRIS No C_164861)
- 06SER01/09/002 Institutional support to the serbian consumer protection sector (CRIS No C_166454)
- 06SER01/19/001 IPA Programming and Project Preparation Facility (CRIS No C_166475)
- 05SER01/16/003 Municipal Support Programme, North Eastern Serbia - MSP NE (CRIS No C_164864)
- 07SER01/16/11 Technical Assistance to the Emergency Medical Services (CRIS No C_172490)
- 06SER01/05/021 Supply of Equipment to the Serbian Border Police Lot 2 (CRIS No C_166503)
- 06SER01/08/008 Roma Assistance Programme (CRIS No C_166432)
- 05SER02/03/008 TA for the Translation Coordination Unit (CRIS No C_164840)
- 06SER01/11/002 Inter-regional co-operation support programme (CRIS No C_166518)
- 06SER01/11/005 EXCHANGE 2 - Institutional capacity building of the Standing Conference of Towns and Municipalities (CRIS No C_166509)
- 06SER01/04/005 Technical Assistance for Animal Identification and Registration System (CRIS No C_166405)
- 06SER01/13/001 Strengthening the role of civil society (CRIS No C_166393)
- 07SER01/15/11 - Establishment of the Public Agency for Accreditation and Continuous Quality Improvement of Health Care in Serbia (CRIS No C_209435)
- 07SER01/14/11 Implementing the National Strategy to Fight Drug Abuse in Serbia (CRIS No C_204711)
- Support to Enterprise Competitiveness and Export Promotion (CRIS No C_209004)
- 07SER01/18/11, Implementation of River Information Services (RIS) on Danube River in Serbia (CRIS No C_218002)
- 06SER01/04/08/001 - TA to Quality Infrastructure Institutions in Serbia (CRIS No C_166748)