



**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
Bosnia and Herzegovina monitored
in the Period January to June 2010***

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DISCLAIMER

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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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| Country | Bosnia and Herzegovina |

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1. ACHIEVEMENTS

1.1. Overview of outputs

During the period from 01/01/2010 to 30/06/2010, the following have been achieved with regard to the monitoring of projects:

- 28 national projects were monitored:
 - 22 in the IPA Pre-accession instrument (DG ELARG) domain,
 - 5 in the CARDS (DG ELARG) domain.
 - 1 in the EIDHR domain.
 - 1 in the ONG-PVD domain.
- 28 project-visits were implemented.
- 26 monitoring reports were submitted, all on single-country (national) projects. The outputs from two more project-visits are at the stage of quality control and finalisation, the deadline for their submission being later than the date of issuance of the present Synthesis Report.
- Projects from 18 specified sectors (at CRS level code) were monitored:
 - 1 project in 11110 - Education policy and administrative management
 - 2 projects in 11420 - Higher education
 - 1 project in 13010 - Population policy and administrative management
 - 1 project in 15111 - Public Finance Management
 - 2 projects in 15110 - Economic and development policy/planning
 - 1 project in 15130 - Legal and judicial development
 - 1 project in 15150 - Democratic participation and civil society
 - 1 project in 15250 - Land mine clearance
 - 1 project in 16010 - Social welfare services
 - 1 project in 16020 - Employment policy and administrative management
 - 2 projects in 16050 - Multisector aid for basic social services
 - 1 project in 21000 – Transport and storage
 - 1 project in 22010 - Communications policy and administrative management
 - 1 project in 31110 - Agricultural policy and administrative management
 - 3 projects in 32130 - Small and medium-sized enterprises (SME) development
 - 1 project in 33110 - Trade policy and administrative management
 - 1 project in 33120 - Trade facilitation
 - 2 projects in 33210 - Tourism policy and administrative management
 - 1 project in 41010 - Environmental policy and administrative management
 - 3 projects in 43030 - Urban development and management
- The total budget covered was € 30,741,397.00.
- The average size of the monitored projects was € 1,097,907.04.

2. ANALYSIS OF ROM RESULTS

2.1. Operational Conclusions

Best Practices

This section highlights the examples of best practices identified among the projects monitored. In order to identify candidate projects and single out best practices, the following 4-stage 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.

Table 1: Short-listed success stories in selected period

| # | Title | Domain | EC Budget | Project Authority | Relevance | Efficiency | Effectiveness | Impact | Sustainability | Average Score | % of excellence |
|---|--|--------|-------------|---|-----------|------------|---------------|--------|----------------|---------------|-----------------|
| | | | | | | | | | | | |
| 1 | Bosnian Kingdom Trail | IPA | € 299,941 | Community Development Foundation Mozaik | B | B | A | A | B | 3.51 | 84 % |
| 2 | Building in the Capacity to Promote Exports and Develop the Export Base in BiH | IPA | € 1,394,500 | WYG International Limited | A | A | B | B | B | 3.43 | 81 % |
| 3 | Mine clearance and Technical survey | IPA | € 1,500,000 | STOP Mines | B | B | B | A | B | 3.27 | 76 % |

Stage 4: Identify the success stories in terms of design quality, sound operational set-up and expected results.

The Following table provides short profiles of the selected projects (success stories) and presents comments on the reasons for success:

Table 2: Success Stories

| | | |
|---------------------------|--|--------------------------|
| Project Title | Bosnian Kingdom Trail | |
| Monitoring | Report N°/ grades | MR-102862.03 / B-B-A-A-B |
| | Previous grades | B-A-B-A-B |
| Domain | IPA | |
| Sector | 33210 - Tourism policy and administrative management | |
| Intervention Logic | Overall Objective: To contribute to the overall social and economic development of targeted regions and increase income from tourism. Project Purpose: To improve the country competitiveness in the niche of cultural tourism, attract international tourists and develop the significant domestic tourist demand. Expected Results: 1) Public awareness built in 10 communities on the importance of cultural and historical heritage and their willingness to participate in activities to preserve and promote their heritage increased; 2) Tourist offer in 10 communities upgraded and enriched: cultural monuments' conditions, infrastructure and facilities improved and additional tourist attractions enriched; 3) Tourist info services improved: info points sustained in the targeted communities, with professionally trained workforce (tour guides and info points coordinators); 4) The key stakeholders' cooperation improved and one common tourist product (Bosnian Kingdom Trail) created; 5) Tourist product distributed/promoted on domestic and international markets. Planned Activities: i) Raising of public awareness (workshop for the development of community plans for improving attractiveness of heritage sites); ii) Enriching tourism product offer; iii) Improving information services (training 20 tour guides and 10 info points coordinators, opening 10 info points); iv) Creation of joint tourism product (publish the novel "Bosnian Kingdom Trail" and the book | |

| | | |
|---------------------------|--|--------------------------|
| | "Legends of Bosnian Kingdom", creating tourist routes); v) Promotion of the tourism product (production and distribution of promotion materials, promotion events, study tour, web portals, tourism fair). | |
| Key issues | The main reason of success of the project is that it managed to proactively involve partners and beneficiaries to participate in the economic and social development of their communities. The contractor was recommended to: 1) Continue the frequent provision of updates (both meetings and written communication) to the Task Manager in future projects, especially with regard to staff changes, to facilitate project management. 2) Consider moving the info point equipment to the locations where tourist demand is high, such as Jajce, to ensure cost effectiveness. 3) Prepare the exit strategy in Final Report, especially elaborate on the financial sustainability (how the future income is expected to be generated) but also on the national commitment to hire educated tourism labour. | |
| Project Title | Building in the Capacity to Promote Exports and Develop the Export Base in BiH | |
| Monitoring | Report N° / grades | MR-133921.01 / A-A-B-B-B |
| | Previous grades | N/A |
| Domain | IPA | |
| Sector | 33110 - Trade policy and administrative management | |
| Intervention Logic | Overall Objective: To improve BA's balance of trade by increasing exports. Project Purpose: 1. To increase the institutional capacity of BA to develop export development and promotion strategies and policies; 2. To enhance the institutional capacity in BA to engage in activities to develop and promote exports and, in so doing, to improve the competitiveness and export performance of companies, especially SMEs; 3. To strengthen sustainability of export development and promotion institutions and activities, through the development of appropriate knowledge, skills and networks and through the allocation of appropriate resources for implementation of export development and promotion activities. Expected Results: 1.1 MoFTER's capacity to carry out its responsibilities with regard to export promotion strategy and policy development enhanced; 1.2 An export promotion strategy for BA developed and presented to the Council of Ministers for adoption; 1.3 Key issues in the BA export environment addressed by the Export Council and recommendations / proposals for improvements developed; 2.1 BHEPA recognised as the national EPA and as dynamic customer orientated provider of efficient and effective export promotion services and support to private sector companies, particularly SMEs; 2.2 Export development activities of private sector companies increased and improved their export capacity through utilisation of services and support provided by BHEPA; 2.3 Overall effectiveness and efficiency of delivery export promotion services and support in BA enhanced; 3.1 Coherent institutional structure for state level export promotion with a clear allocation of functional responsibilities developed; 3.2 Institutional needs assessed and development plans elaborated; 3.3 Support to MoFTER to develop necessary capacities with regards to planning, prioritising and securing necessary funds for the effective implementation of export promotion activities offered. | |
| Key issues | This well planned project has been based upon lessons learned from previous interventions funded by both the EC and other donors. A sufficiently long Inception Phase has enabled the TA Team to ascertain the current situation in great detail and thus prepare for a focussed and realistic plan of operations that will prevent overlaps and ensure synergy of approach with other interventions. It was recommended that some of partners, with which the TA Team is working, should be involved in the selection of the short-term experts who will work with the project. The excellent support from the TM has been very positive, it was suggested that at project launch in a few weeks, there is good press coverage and senior EUD staff are also invited, this it is hoped, could enthuse the senior Directors in the MoFTER to be more involved in the project. IT was recommended to the TA Team to: 1) Ensure that the senior staff of MoFTER take greater ownership of the project; 2) Keep close working relations with other donor funded interventions in the development of the export market, to ensure cooperation and synergy. | |
| Project Title | Mine clearance and Technical survey | |
| Monitoring | Report N° / grades | MR-130361.01 / B-B-B-A-B |
| | Previous grades | N/A |
| Domain | IPA | |

| | |
|---------------------------|--|
| Sector | 15250 - Land mine clearance |
| Intervention Logic | Overall Objective: To create safer environment for the BA citizens and set the security preconditions needed for sustainable economic environment of the country through reduction of the mine suspected areas in BA. Project Purpose: To accomplish the BA De-mining Strategy based on Landmine Impact Study (LIS) results through implementation of the BA Mine Action Operational Plan for the period 2009-2011. Expected Results:1) Mine suspected areas reduced through Technical Survey; 2) Cooperation and coordination between all stakeholders in de-mining process improved; 3) De-mining capacities of the NGO "STOP Mines" strengthened in terms of skills in project management, risk management, quality in de-mining operations and improvement of the technical resources for de-mining operations. Planned Activities: Forming of the Project Management Board; Procurement of services and equipment envisaged by the project; Selection of the de-mining project tasks in full cooperation with BH MAC; Mobilisation of people and creation of manual and mechanical teams; Reduction of landmine suspected areas through technical survey operations; Reduction of landmine suspected areas through mine clearance; Destroying mines and UXO's; Improvement of quality management system of the implementing agency; Improvement in project and financial management of the implementing agency;10) Liaison of BA and international standards for mine action and collection of documentation about mine accidents occurred by PROM mine; Visibility actions; Regular bi-monthly and interim reporting to the EU Delegation to BA. |
| Key issues | The good reputation of the NGO "Stop Mines" and its previous projects' experience, promise good prospects of this project. Not only that it will help reduced mine suspected/contaminated territory, but will also provide analysis of accidents due to a specific type of mine, as an important input for improving the procedures and security measures. The weak point of the overall Mine Action Strategy remains the funding, thus the approval of the changes to the De-mining Law and establishment of the Fund remains of utmost importance, however, outside the remit of this project. The "Contractor was advised to: Uniform the formulation of the key elements of the project structure (OO, PP and results) between the LF and the description of the operation. |

Problem 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.

Table 3: Short-listed problematic cases in selected period

| # | Title | Domain | EC Budget | Project Authority | Relevance | Efficiency | Effectiveness | Impact | Sustainability | Average Score | % of excellence |
|---|--|--------|-----------|-------------------------------|-----------|------------|---------------|--------|----------------|---------------|-----------------|
| 1 | New tourism product - rural ecotourism in Sabici | CARDS | € 270,000 | Foundation of Local Democracy | C | D | C | C | C | 1.94 | 31 % |

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

The Following table provides short profile of the one selected project (problematic case) and presents comments:

| | | |
|----------------------|--|--------------------------|
| Project Title | New tourism product - rural ecotourism in Sabici | |
| Monitoring | Report N°/ grades | MR-102784.03 / C-D-D-C-C |
| | Previous grades | N/A |
| Domain | CARDS | |

| | |
|---------------------------|--|
| Sector | 33210 - Tourism policy and administrative management |
| Intervention Logic | Overall Objective: To develop and offer a new tourist product – rural ecotourism in Sabici, based on local natural resources, tradition and human potentials applying ecological standards. Project Purpose: (1) to create tourist packages supply (1-day visit to cultural heritage; 1-day sport activity; days-long visit to ethno village); (2) to construct facilities for guest reception as the nucleus of ethno-village development at Tusila site; (3) to prepare project designs and permanent mounting exhibition in ethno-museum; (4) to train, organise and network population; and (5) vigorous promotion campaigns to present new tourist product. Expected Results: (1) 260 one-day tourist cultural-historical offers and 260 one-day tourist packages of sport activities per month sold and 420 overnights per month realised; (2) 4 “katuns” with 28 beds; and one restaurant with capacity of 50 seats and auxiliary facilities built; (3) 1,000 pupils and 600 tourists visited ethno-museum; (4) 10 households successfully trained in organic food production, certification of their products and ensured placement in ethno-village; 50 women trained in reception of guests in their homes, food preparation and manufacturing of souvenirs; (5) 10 young people trained in the tourist guide business; (6) Tourism product promoted through vigorous promotion campaign. Planned Activities: (i) Preparation of Tusila ethno village infrastructure, documentation and building licence; (ii) Creation of tourist packages (1, 2 and 5 day offers); (iii) Preparation of permanent exhibition in the ethno-museum; (iv) Establishment of a company to manage tourist products; (v) Training of inhabitants, women and tourist guides; (vi) Extensive promotion. Target Groups: domestic and international tourists, potential investors, tourist agencies, associations and NGOs. From the intervention, 210 households with 701 members of 13 villages in Sabici community are directly benefited. |
| Key issues | Slow national commitment and inability of project partners to find a compromise in terms of managing the tourism product caused the cancellation of the project and partial achievement of project’s objectives. The Contractor was recommended to ascertain that GA and LF for future projects are consistent and provide unified definitions of objectives and that OVIs possess the SMART criteria (specific, measurable, achievable, realistic and time-bound) in order to facilitate project management and monitoring. |

2.2. Performance Conclusions

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 59 projects monitored, along with the average score.

Table 4: Average DAC criterion scores for main criteria

| # | Criterion | Good (A or B) | Average Score |
|----------------|-----------------------------|---------------|---------------|
| 1 | Relevance/Quality of design | 81 % | 2.92 |
| 2 | Efficiency | 81 % | 2.92 |
| 3 | Effectiveness | 73 % | 2.85 |
| 4 | Impact | 88 % | 3.01 |
| 5 | Sustainability | 69 % | 2.74 |
| Average | | 88 % | 2.89 |

In general, the performance of the 26 projects monitored in the period from 01/01/2010 to 30/06/2010, for which the ROM outputs have been submitted already, was high (average “B” grade, 2.89 overall average score) with regard to all five ROM criteria.

Impact appears to be the strongest aspect of the monitored projects, noted that the relevance and design quality of the projects was also good in average. It is particularly worth noting the good

performance in terms of Efficiency (how well the planned inputs/means and activities are converted to outputs leading to the achievement of the expected results), given that in general Efficiency is frequently the comparatively weaker point of projects' implementation. Performance is good in terms of Effectiveness (the contribution of the projects' results to the achievement of their project purpose), however the potential sustainability of the projects' results, though good in average, is the relatively weaker area of performance. This seems to be linked to the complex institutional frame in Bosnia and Herzegovina, as commented already in the ROM WBT Project's Annual Reports.

The distribution of grades along the 5 ROM criteria is illustrated in the table below. The samples of projects and reports were: 26 MRs on 26 national BA projects.

Table 5: 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 |
|------------------------|------------------------------|---------------|-------------|--------------|--------------------------|--------------|
| 1 | Relevance/ Quality of design | 8 % | 73 % | 19 % | 0 % | 100 % |
| 2 | Efficiency | 8 % | 73 % | 15 % | 4 % | 100 % |
| 3 | Effectiveness | 4 % | 69 % | 27 % | 0 % | 100 % |
| 4 | Impact | 8 % | 81 % | 12 % | 0 % | 100 % |
| 5 | Sustainability | 0 % | 69 % | 31 % | 0 % | 100 % |
| BCS TOTAL Score | | 4 % | 85 % | 12 % | 0 % | 100 % |

The vast majority of the monitored projects (85%) have been assessed to be performing well (B score). The strongest aspect of this good performance is related to their Impact prospects, indicating thus that the projects are well on the way to achieve their objectives and that the projects' results have an added value for their end recipients. However, effectiveness and potential sustainability are the comparatively weaker points of the projects' performance, which could be due to a number of reasons, including difficulties of the projects to adapt to changing external conditions, or to ensure access of the beneficiaries to the projects' work / results, or problems related to the level of ownership of the projects by the beneficiary side and to the level of policy support provided to the projects.

There are no projects identified, that experience overall serious deficiencies, noted that serious deficiencies in terms of efficiency of implementation are met in one project (4% of the monitored projects). However, 12% of the monitored projects (3 projects) seem to be facing problems at the overall performance level, mainly due to problems of effectiveness and potential sustainability.

The following table illustrates the performance of the projects as per the performance categories set by the ROM Development and Coordinatrion Unit (AIDCO/E5) for the annual synthesis of ROM results.

Table 6: Performance of ongoing projects per Category (I, II, III, and IV)

| Category | Performance | Projects | % |
|--------------|---|-----------|--------------|
| Category I | <i>Very good performance (minimum 3 a, no c, no d)</i> | 0 | 0 % |
| Category II | <i>Good performance (a, b, maximum 2 c, no d)</i> | 22 | 85 % |
| Category III | <i>Performing with problems (a, b, minimum 3 c, no d)</i> | 3 | 12 % |
| Category IV | <i>Not performing, or having major difficulty (minimum 1 d)</i> | 1 | 4 % |
| TOTAL | | 26 | 100 % |

The table above confirms the picture formed through the assessment by frequency of grades:

- The vast majority of the monitored projects fall into Category II (good performance).
- There are no projects performing very well (min 3 A, no C, no D).

- There are 3 projects facing problems.
- There is 1 project experiencing major difficulties.

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

Table 7: 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 | 14 | 2 | 8 | 4 | 0 | 0 | 0 | 28 |
| N° reports produced | 12 | 2 | 8 | 4 | 0 | 0 | 0 | 26 |
| Million € covered | 18.30 | 2.00 | 8.60 | 1.90 | 0.00 | 0.00 | 0.00 | 30.70 |
| Relevance/Quality of design | 75 % | 100 % | 75 % | 100 % | 0 % | 0 % | 0 % | 88 % |
| Efficiency | 83 % | 100 % | 62 % | 100 % | 0 % | 0 % | 0 % | 86 % |
| Effectiveness | 67 % | 100 % | 62 % | 100 % | 0 % | 0 % | 0 % | 82 % |
| Impact | 83 % | 100 % | 88 % | 100 % | 0 % | 0 % | 0 % | 93 % |
| Sustainability | 58 % | 100 % | 75 % | 75 % | 0 % | 0 % | 0 % | 77 % |
| Average | 92 % | 100 % | 75 % | 100 % | 0 % | 0 % | 0 % | 92 % |

The biggest share of the projects (50%) is under the ODA sector “Social Infrastructure Services” with higher concentration in the CRS sector “11420 – Higher education” (2 projects).

With the exception of the ODA Sector “Social Infrastructure and Services”, the samples per ODA sector are rather small to allow any concrete assessment of performance per sector or any identification of systematic best practices or problem areas. In fact, 33% of success stories identified in the previous section of the present report are under “Social Infrastructure and Services”. The rest 66% of success stories is under the ODA sector “Production sectors”.

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 representativity 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.

Six (6) projects of the total of 26 reference projects were re-monitored in 2009 and 2010:

- Capacity Building of the Ministry of Finance and Treasury in Decentralisation Implementation System (CRIS No C_129133)
- Enhancing the Social Protection and Inclusion system for Children in Bosnia Herzegovina (CRIS No C_164677)
- European Regional Master's Degree in Democracy and Human Rights in South-East Europe (CRIS No C_163895)
- Capacity building of the Office of the Coordinator for Public Administration Reform (CRIS No C_210480)
- New tourism product - rural ecotourism in Sabici (CRIS No C_144256)
- Bosnian Kingdom Trail (CRIS No C_144041)

The performance of these projects in 2009 and in 2010, by frequency of occurrence of grades, is presented in the following table.

Table 8: Overview of performance of projects remonitored in 2009 and 2010

| Year | 2009 | | 2010 | |
|--------------------------------|-------------|-------------|-------------|-------------|
| N° operations monitored | 6 | | | |
| N° reports produced | 6 | | 6 | |
| Million € covered | 6.5 | | | |
| Relevance/Quality of design | 100 % | 2.90 | 50 % | 2.65 |
| Efficiency | 83 % | 2.74 | 66 % | 2.48 |
| Effectiveness | 66 % | 2.92 | 50 % | 2.75 |
| Impact | 50 % | 2.87 | 50 % | 2.87 |
| Sustainability | 66 % | 2.63 | 33 % | 2.55 |
| Average | 83 % | 2.81 | 66 % | 2.66 |

The performance of the six projects has dropped in average, noted however that the impact prospects of the projects are maintained at a good level. The drop in relation to relevance and quality of design indicate potentially changes in the external conditions / problems of the projects to adapt to changing needs. The drop in terms of efficiency, effectiveness and potential sustainability might indicate problems in the contractors' performance, in the accessibility of results by the beneficiaries and in terms of ownership and/or not enough policy support. However, the sample of projects (6) is rather too small to allow generalisation of these qualitative conclusions.

ANNEX I

List of Monitored Projects

- EU Support of Higher Education in BiH done in Bosnia and Herzegovina (CRIS No C_215074)
- CAPACITY BUILDING OF THE MINISTRY OF FINANCE AND TREASURY IN DECENTRALISATION IMPLEMENTATION SYSTEM (CRIS No C_129133)
- SAFETY INFRASTRUCTURE (CRIS No C_209833)
- Enhancing the Social Protection and Inclusion system for Children in Bosnia Herzegovina (CRIS No C_164677)
- EU Support to Institutional capacity building for Regional Economic and SME Development done in Bosnia and Herzegovina (CRIS No C_217213)
- Support to implementation of REDAH Business Plan (CRIS No C_217315)
- Ensuring the right to protection and quality social care for better quality of life of disadvantaged children in BiH (CRIS No C_134723)
- Co-financing Support to the Implementation of NERDA Business Plan 2009-2011 (CRIS No C_217429)
- Support for institutional Capacity Building of SERDA (CRIS No C_217412)
- Enhancing the Social Protection and Inclusion System for Children in Bosnia and Herzegovina (CRIS No C_227411)
- Provision of technical assistance to railway authorities in Bosnia and Herzegovina in harmonising regulations for maintenance of railway infrastructure and rolling stocks with the EU Directives (CRIS No C_218973)
- Support to implementation of REZ RDA activities 2009-2011 (CRIS No C_219214)
- Strengthening and Harmonisation of the BiH agriculture and rural sectors Information System (CRIS No C_210479)
- Mine clearance and Technical survey (CRIS No C_227358)
- Support to the BIH Government for the European Integration process and Co-ordination of Community Assistance - Phase III (CRIS No C_227148)
- European Regional Master's Degree in Democracy and Human Rights in South-East Europe (CRIS No C_163895)
- Entrepreneurial Learning in Education System in BiH (CRIS No C_227363)
- Population and Housing Census in BiH - Phase I (CRIS No C_228057)
- EU Support to SME policy and Institutional Capacity Development (CRIS No C_226665)
- Capacity building of the Office of the Coordinator for Public Administration Reform (CRIS No C_210480)
- New tourism product - rural ecotourism in Sabici (CRIS No C_144256)
- Support to Implementation of the 'Integrated Pollution Prevention and Control' Directive (CRIS No C_228439)
- Technical assistance to the Communication Regulatory Agency (CRA) in relations to telecommunications and telecommunications regulatory framework (CRIS No C_227380)
- Improving Active Labour Markets in BiH (CRIS No C_222352)
- Building in the Capacity to Promote Exports and Develop the Export Base in BiH (CRIS No C_223921)
- Bosnian Kingdom Trail (CRIS No C_144041)
- EU Support to implementation of Cross-Border programmes under IPA instrument - EUCORIN II – BA (CRIS No C_209836)
- Support to the Registry for Section I for War Crimes and Section II for Organised Crime, Economic Crime and Corruption of the Criminal and Appellate Divisions of the Court of Bosnia and Herzegovina and for the Special Department for War Crimes and the Special Department for Organised Crime, Economic Crime and Corruption of the Prosecutor's Office of Bosnia and Herzegovina (CRIS No C_232037)