



**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 CARDS and IPA National  
Projects in Serbia monitored in the  
Period January to August 2010***

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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

<b>Project Title</b>	“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”
<b>Country</b>	Serbia

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# 1. INTRODUCTION

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The Knowledge Optimisation Meta-Information System (KOMIS) was developed in the frame of the approach and procedure of ICCS-NTUA for the analysis and synthesis of ROM information and conclusions from the implementation of the ROMWBT Project with the overall objective of providing valuable multi-dimensional information to support decision making in External Cooperation Projects and Programmes. The use of the KOMIS improves reporting compatibility and speed and supports the analysis and synthesis of ROM information and results. This approach and system have currently been increasingly used for the elaboration of syntheses of ROM results and conclusions and for supporting the elaboration of the ROMWBT Annual Report and other management and technical reporting.

The present Synthesis Overview has been generated by KOMIS and processed by the management of the ROMWBT Project in order to constitute an example of such syntheses, in the frame of the KOMIS Presentation to the EU Delegation in Serbia, delivered on 28 September 2010. It provides an overview of all the national projects monitored in Serbia between 01/01/2010 and 31/08/10.

## 2. ACHIEVEMENTS

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### 2.1. Overview of outputs

The following achievements have been accomplished in the period from 01/01/2010 to 31/08/2010, with regard to the monitoring of projects in Serbia:

- 85 ongoing national (bilateral) projects were monitored, of which:
  - 63 in the IPA Pre-accession instrument (DG ELARG) domain and
  - 22 in the CARDS (DG ELARG) domain.
- 86 missions were implemented:
  - 64 to projects in the IPA Pre-accession instrument (DG ELARG) domain and
  - 22 to projects in the CARDS (DG ELARG) domain.
- 84 sets of ROM outputs (Monitoring Reports, Background Conclusion Sheets and Project Synopses) were submitted. The outputs from two (2) more project-visits were, on 31/08/10, 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.

The monitored projects cover a total of 44 specified sectors (at CRS level code):

- 1 project in 11230 - Basic life skills for youth and adults
- 2 projects in 12110 - Health policy and administrative management
- 1 project in 12191 - Medical services
- 1 project in 12250 - Infectious disease control
- 1 project in 12261 - Health education
- 1 project in 14050 - Waste management/disposal
- 11 projects in 15110 - Economic and development policy/planning
- 3 projects in 15111 - Public Finance Management
- 5 projects in 15112 - Decentralisation and support to sub-national government
- 2 projects in 15130 - Legal and judicial development
- 8 projects in 15140 - Government administration
- 1 project in 15153 - Media and free flow of information

- 2 projects in 15160 - Human Rights
- 1 project in 16010 - Social/ welfare services
- 2 projects in 16020 - Employment policy and administrative management
- 1 project in 16062 - Statistical capacity building
- 1 project in 21000 - Transport and Storage
- 1 project in 21010 - Transport policy and administrative management
- 2 projects in 21020 - Road transport
- 1 project in 21030 - Rail transport
- 1 project in 21040 - Water transport
- 1 project in 22040 - Information and communication technology (ICT)
- 1 project in 23010 - Energy policy and administrative management
- 2 projects in 23020 - Power generation/non-renewable sources
- 2 projects in 23040 - Electrical transmission/ distribution
- 1 project in 23063 - Coal-fired power plants
- 3 projects in 25010 - Business support services and institutions
- 1 project in 31100 - Agriculture
- 1 project in 31110 - Agricultural policy and administrative management
- 1 project in 31140 - Agricultural water resources
- 1 project in 31182 - Agricultural research
- 1 project in 32120 - Industrial development
- 1 project in 32130 - Small and medium-sized enterprises (SME) development
- 1 project in 32182 - Technological research and development
- 2 projects in 33120 - Trade facilitation
- 1 project in 41000 - General environmental protection
- 2 projects in 41010 - Environmental policy and administrative management
- 1 project in 41030 - Bio-diversity
- 1 project in 41050 - Flood prevention/control
- 1 project in 41082 - Environmental research
- 6 projects in 72010 - Material relief assistance and services
- 1 project in 73010 - Reconstruction relief and rehabilitation
- 1 project in 74010 - Disaster prevention and preparedness
- 3 projects in 93010 - Refugees in donor countries

The total budget (EC contribution) covered was € 156,388,419, of which:

- IPA: € 102,153,398 and
- CARDS: € 54,235,021.

The average size of the monitored projects was € 1,444,539:

- IPA: € 1,621,483,
- CARDS: € 2,465,228.

## 3. ANALYSIS OF ROM RESULTS

### 3.1. Operational Conclusions

#### 3.1.1 Best Practices

This section highlights the examples of best practices identified among the projects monitored. The following 4-stage method was applied To identify candidate projects and single out the best practices:

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 the reference period in Serbia**

#	Title	Domain	EC Budget	Project Authority	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Average Score	% of excellence
1	Municipal Support Programme, North East Serbia – MSPNE	CARDS	€ 6,695,920	VNG International	A	A	A	A	B	3.8	93 %
2	Translation of the Acquis in Serbia - Re-launch	CARDS	€ 485,600	Halifax Consulting (Baines Babic consulting)	B	A	A	A	B	3.72	91 %
3	NEWADA - Network of Danube Waterway Administrations	IPA	€ 104,749	Direkcija za unutrašnje plovne puteve - Plovput	A	A	A	B	A	3.59	86 %
4	EXCHANGE 2 Institutional capacity building of the Standing conference of towns and municipalities	CARDS	€ 1,000,000	Standing Conference of Towns and Municipalities	B	B	B	A	A	3.49	83 %
5	IPA Programming and Project Preparation Facility	CARDS	€ 1,892,000	East West Consulting	A	A	B	A	B	3.42	81 %
6	Study of Flood Prone Areas in Serbia - Phase 1	IPA	€ 1,999,500	EPTISA Servicios de Ingenieria	A	A	B	B	B	3.41	80 %
7	From Army To Entrepreneurship	IPA	€ 81,183	Regional Centre for Development of SME and Entrepreneurship LLC Subotica	B	A	B	B	A	3.41	80 %
8	Provision of Housing and Income Generation Assistance schemes to refugees and IDPs in Serbia	IPA	€ 1,488,157	Dansk Flygtningehjaelp	A	B	B	B	B	3.33	78 %
9	TA for the Translation Coordination Unit	CARDS	€ 765,520	European Consultants Organisation	A	B	B	B	B	3.27	76 %
10	Support to IDPs and refugees in Serbia through provision of durable solutions and economic sustainability measures	IPA	€ 1,600,000	Arbeiter Samariter Bund, Deutschland e.V.	A	B	B	B	B	3.24	75 %
11	Implementation of Integrated Border Management in Serbia	CARDS	€ 1,500,000	Agency for European Integration and Economic Development	B	B	B	A	B	3.24	75 %
12	Fourth Project implementation Unit (PIU) to "Roads of Serbia"	IPA	€ 1,346,100	Ministry of Infrastructure	A	B	B	B	B	3.23	74 %

#	Title	Domain	EC Budget	Project Authority	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Average Score	% of excellence
13	Technical Assistance for the control and eradication of classical swine fever (CSF) and rabies	IPA	€ 1,930,100	Opera Societa Cooperativa	B	B	B	A	B	3.21	74 %
14	Support to the development of national employment policy	CARDS	€ 1,500,000	Federal Ministry of Labour and Social Affairs	A	B	B	B	B	3.2	73 %
15	CC-WaterS - Climate change and impacts on water supply	IPA	€ 269,020	Belgrade University	A	B	B	B	B	3.19	73 %
16	EXCHANGE 3 direct grant to the SCTM	IPA	€ 2,000,000	Standing Conference of Towns and Municipalities	B	B	B	B	A	3.16	72 %
17	Technical Assistance for Animal Identification and Registration System	CARDS	€ 1,372,000	ADT PROJEKT GMBH	A	B	B	B	B	3.14	71 %
18	Support to Education and Information Centre of the Serbian Intellectual Property Office	IPA	€ 2,000,000	European Patent Organisation	A	B	B	B	B	3.12	71 %

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

The result of the method 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 in IPA domain**

Project Title	NEWADA - Network of Danube Waterway Administrations	
<b>Monitoring</b>	Report N° & grades	MR-130341.01:A-A-A-B-A
	Previous grades	n/a
<b>Domain</b>	IPA	
<b>Sector</b>	21040 - Water transport	
<b>Intervention Logic</b>	<p><u>Overall Objective:</u> To promote and support Inland waterways for increasing inland navigation</p> <p><u>Project Purpose:</u> 1. Developing Action plans (in waterway maintenance, hydrography and hydrology) and a national strategy plan for intensification of cross border activities ready for implementation, 2. Identification and proper dissemination of Inland navigation stakeholders.</p> <p><u>Expected Results:</u> 1. Status quo reports, action plans, and national strategy developed, 2. Level of knowledge on hydrography, hydrology, ecology and waterway maintenance improved through the expert exchange programme, 3. ENC (Electronic navigational charts) software updated for the whole Serbian stretch of the Danube River, 4 WLAN installations on Iron Gate I Lock established, 5. Inland navigation promoted to relevant stakeholders, according to project communication plan.</p> <p><u>Planned Activities:</u> 1. Develop Status Quo Report on Serbian waterway maintenance activities, 2. Develop Status Quo Reports on Serbian hydrological and hydrographical activities, 3. Develop Status Quo Reports on Serbian ENC activities and existing exchange routines for FIS data, 4. Develop Status Quo Reports on waterway administration, 5. Participation at project WPs and status meetings, to harmonize action plans, 6. Participation at the Board of Directors meetings, as the highest body in project organisation, to evaluate project progress and define next steps of action, 7. Active participation in expert exchange programme on hydrography, hydrology, ecology and waterway maintenance, 8. Updating ENCs for the Serbian stretch of the Danube River, 9. Installation and configuration of WLAN access point on Iron Gate I Lock, 10. Develop the project's communication plan, 11. Develop Internet and Intranet for the project, 12. Create project newsletters in Serbian language and disseminate to relevant stakeholders, 13. Develop project stakeholders' database</p>	

	<u>Target groups</u> : Direct beneficiary: Directorate for Inland Waterways Plovput. Indirect beneficiaries: professionals in the field of inland waterways system and transport in Serbia; administrative and infrastructure facilities on Danube in Serbia.
<b>Key issues and recommendations</b>	Plovput, the Serbian IPA partner, financed its participation in this SEE Programme with own budget for 6 months prior to the signature of this grant contract. In this way, Plovput avoided a possible delay in the implementation of activities from its side and thus contributed to the positive performance of overall NEWADA project. The Lead Partner highly appreciates this intervention of Plovput. To the Contracting Authority: In future initiatives, adjust signature date of IPA partners' grant contracts in accordance with ERDF partners, thus avoiding postponement of project implementation activities.

**Table 3: Success Story in CARDS domain**

<b>Project Title</b>	<b>05SER01/16/003 Municipal Support Programme, North Eastern Serbia MSP NE</b>	
<b>Monitoring</b>	Report N° & grades	<b>MR-121280.02:A-A-A-A-B</b>
	Previous grades	<b>B-A-B-B-B</b>
<b>Domain</b>	<b>CARDS</b>	
<b>Sector</b>	<b>15112 - Decentralization and support to sub-national government</b>	
<b>Intervention Logic</b>	<p><u>Overall Objective</u>: To contribute to the improvement of the standards of living of the population in the municipalities in North East Serbia by promoting sustainable socio-economic development.</p> <p><u>Project Purpose</u>: To enhance Good Local Governance in 27 municipalities of North East Serbia and improve the region's economic competitiveness while enhancing socio-economic cohesion between local communities.</p> <p>Expected Results: Municipalities' abilities to design and implement Local and Regional Economic Development improved; The capacity of the municipalities upgraded by improving the efficiency and financial management of the municipal staff; Stakeholders' participation in the decision making process at local government level and awareness on gender equality increased; The capacity of the Regional Development Agency improved; The role of the Standing Conference of Towns and Municipalities in the dissemination of lessons learnt from this project enhanced; Selected priority projects identified, prepared and implemented.</p> <p><u>Planned Activities</u>: 1. Training on Regional Economic Development; 2. Technical support on financial management to the municipalities' staff; 3. Facilitation for the stakeholders' participation; 4. Training and technical support to RDA; 5. Support and advice to the SCTM; 6. Monitoring of four priority projects' implementation.</p> <p><u>Target Groups</u>: Ministry of Economy and Regional Development, Standing Conference of Towns and Municipalities, Vojvodina Autonomous Province, various municipalities.</p>	
<b>Key issues and recommendations</b>	The ROM mission identified four key success factors: 1) Quality of the project design enhanced by the EU Delegation's precise and reactive supervision and coordination with the project partners; 2) Significant and qualified involvement of all project stakeholders; 3) Professional management by the Team Leader with a proficient and proactive team of experts; 4) Quality of the project methodology through a "Final Beneficiary - Oriented" management and a bottom-up approach.	

### 3.1.2 Problem cases

This section highlights the problem cases identified among the projects monitored. In order to single out the problematic cases, the following three-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 most problematic case in terms of design quality, sound operational set-up and expected results.

The application of the method confirmed that there were no projects overall experiencing major difficulties among the projects referred in this Synthesis Report.

## 3.2. Performance Conclusions

### 3.2.1 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 36 projects monitored, along with the average score.

**Table 4: Average DAC criterion scores for main criteria**

#	Criterion	IPA		CARDS		TOTAL	
		Good (A or B)	Average Score	Good (A or B)	Average Score	Good (A or B)	Average Score
1	Relevance and Quality of design	100%	3.16	91%	3.12	98%	3.15
2	Efficiency	85%	2.98	68%	2.88	81%	2.95
3	Effectiveness	84%	3.00	68%	2.91	80%	2.98
4	Impact	98%	3.01	86%	3.09	95%	3.03
5	Sustainability	97%	3.01	91%	3.02	95%	3.01
<b>Average</b>		<b>100%</b>	<b>3.03</b>	<b>95%</b>	<b>3.00</b>	<b>99%</b>	<b>3.02</b>

In general, the 83\* projects monitored in the period from 01/01/2010 to 31/08/2010 performed well (average "B" grade) with regard to all five criteria. Overall, Relevance and Quality of Design appears to be the strongest aspect of the monitored projects in the reference period, noted that their performance in terms of ensuring good Sustainability and Impact prospects is also particularly high. Good performance is observed in general also in terms of Efficiency (how well the planned inputs/means and activities are converted to outputs leading to achievement of the expected results) and Effectiveness (the contribution of the projects' results to the achievement of their project purpose).

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 a very appropriate design of the projects in line with the existing needs. This seems to be explaining the projects' high effectiveness and to be leading to good prospects for sustainability, should the project's good performance be maintained.

The distribution of grades along the 5 ROM criteria is illustrated in the table below. The samples of projects and reports were: 61 MRs on 61 IPA projects and 23 MRs on 22 CARDS projects.

**Table 5: Overview of performance by DAC criterion of MRs (% of frequency of ratings)**

#	Criterion	Very good (A)			Good (B)			Problems (C)			Serious Deficiencies (D)		
		IPA	CARDS	TOT	IPA	CARDS	TOT	IPA	CARDS	TOT	IPA	CARDS	TOT
1	Relevance and design quality	11%	23%	14%	89%	68%	83%	0%	9%	2%	0%	0%	0%
2	Efficiency	5%	14%	7%	80%	55%	73%	15%	32%	19%	0%	0%	0%
3	Effectiveness	2%	9%	4%	82%	59%	76%	16%	32%	20%	0%	0%	0%
4	Impact	2%	23%	7%	97%	64%	88%	2%	14%	5%	0%	0%	0%
5	Sustainability	5%	5%	5%	92%	86%	90%	3%	9%	5%	0%	0%	0%
<b>BCS TOTAL Score</b>		<b>2%</b>	<b>9%</b>	<b>4%</b>	<b>98%</b>	<b>86%</b>	<b>95%</b>	<b>0%</b>	<b>5%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

\* 83 is the number of projects monitored with MR produced and submitted. The 2 projects monitored for which the MRs had not been submitted within the reference period are not included.

In general, the vast majority of the monitored projects (95%) were assessed to be performing well (B score), while also there are projects (4%) performing very well. The comparatively strongest aspect of this good performance is related to the potential sustainability, indicating that all parameters rendering the results of the projects sustainable are either secured or on the way to be secured. The high frequencies of B grade for Impact Prospects, coupled to projects (7%) with very good impact prospects, indicate adequate ownership of the projects and their results by the beneficiary side. Within this main “bulk” of well performing projects, the monitored IPA projects have a better performance than the CARDS ones. This seems to be due to a number of reasons, as indicated by the frequencies above:

- (a) IPA projects seem to be better aligned to the existing needs (relevance) and better designed (frequency of B 89% versus 68% for CARDS projects),
- (b) IPA projects seem to be being implemented in a much more efficient way than the CARDS ones (80% frequency of B versus 55% of CARDS projects), and their results seem to be contributing to the achievement of the project Purpose of the projects (82% frequency of B for Effectiveness versus 59% of CARDS projects),
- (c) IPA projects’ work and results seem to enjoy a higher ownership and “visibility” (97% frequency of B versus only 64% for CARDS projects).

However, it is interesting to note that there are more “very good performance” CARDS projects than IPA ones. This seems logical, since IPA is a new instrument and all involved actors, being well familiar with the CARDS Instrument’s provisions, have had to adjust to the IPA provisions and particular features, while also the monitored IPA projects were, at the time of the monitoring, in the first stages of their implementation, whereas the CARDS projects were in an advanced stage. In general, what has contributed more to this very good performance seems to be the high relevance and the good design of all these projects, as well as the apparent high ownership of theirs from the beneficiary side.

It is worth noting particularly that there are no projects identified to be experiencing serious deficiencies and that only 1% of the monitored projects was found to be facing overall implementation problems. Of course, some problems were identified in relation to individual criteria: there is a relatively high frequency of C grades in the area of Effectiveness and Efficiency, especially of the CARDS projects.

The following table shows the classification of the projects per category of performance introduced by the EC ROM Development and Coordination Unit (AIDCO/E5), and supports the above conclusions.

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

Category	Performance	Projects			%		
		IPA	CARDS	TOT	IPA	CARDS	TOT
Category I	Very good performance (minimum 3 a, no c, no d)	1	3	4	2%	14%	5%
Category II	Good performance ( a, b, maximum 2 c, no d)	60	16	76	98%	73%	92%
Category III	Performing with problems (a, b, minimum 3 c, no d)	0	3	3	0%	14%	4%
Category IV	Not performing, or having major difficulty (minimum 1 d)	0	0	0	0%	0%	0%
<b>TOTAL</b>		<b>61</b>	<b>22</b>	<b>83</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

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

- The vast majority of the monitored projects fall into Category II (good performance).
- There are four projects performing very well: 3 in the CARDS domain and 1 in the IPA domain.
- There are no projects experiencing major difficulties in any of the IPA or CARDS domain.
- Three CARDS projects (4% of all projects monitored in the reference period, 14% of the monitored CARDS projects) were found to be facing problems; respective recommendations were provided by the Monitors for the EU Delegation Task Managers to consider.

### 3.2.2 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 5 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	42	16	9	6	0	8	2	83
N° reports produced	43	16	9	6	0	8	2	84
Million € covered	96.80	25.10	11.10	8.90	0.00	9.90	2.60	154.40
Relevance/Quality of design	95 %	100 %	100 %	100 %	0 %	100 %	100 %	99 %
Efficiency	86 %	94 %	67 %	83 %	0 %	38 %	100 %	78 %
Effectiveness	79 %	94 %	67 %	83 %	0 %	62 %	100 %	81 %
Impact	93 %	100 %	89 %	100 %	0 %	100 %	100 %	97 %
Sustainability	90 %	100 %	100 %	100 %	0 %	100 %	100 %	98 %
<b>Average</b>	<b>98 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>0 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>

The biggest share of the projects (50 %) is under the ODA sector “Social Infrastructure Services”, with a higher concentration in the CRS sector 15140 – Government administration (8 projects).

In the case of the ODA Sectors “Social Infrastructure and Services” and “Economic Infrastructure and Services”, the samples (50% and 19% of the monitored projects respectively), an overall positive picture of the average performance is visible, as in the previous analyses; however, no further analysis is possible per CRS sector since the respective samples are small (8 projects is the biggest sample, for CRS 15140). The samples in the cases of the other ODA sectors are rather too small to allow any concrete assessment of performance even at ODA sector level, or the identification of any systematic best practices or problem areas. The table above can, however, provide indications of issues to be looked at. For example, the comparatively lower performance of projects in the Production Sectors and the Humanitarian Aid in terms of Efficiency and Effectiveness, and the low performance of Humanitarian Aid monitored projects in terms of Efficiency, could be worth triggering a more in-depth search as to whether there are systematic issues or problems to be solved in these areas.

### 3.2.3 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.

Twenty-one (21) projects were re-monitored in Serbia, in 2009 and in the period 01/01/10 – 31/08/10:

#### IPA Domain

- Operating Grant to enhance operations of Regional Economic Development Agency for Sumadija and Pomoravlje (CRIS No C\_160894)
- Operating Grant to enhance operations of Regional Development Agency Zlatibor (CRIS No C\_160921)
- 07SER01/14/11 Implementing the National Strategy to Fight Drug Abuse in Serbia (CRIS No C\_204711)
- Operating Grant to enhance operations of the Regional Development Agency BANAT (CRIS No C\_161475)
- Operating Grant to enhance operations of Regional Development Agency Eastern Serbia (CRIS No C\_161418)
- Operating Grant to enhance operations of Center for Development of Jablanica and Pcinja Districts (CRIS No C\_161422)
- Technical Assistance to the Emergency Services (EMS) (CRIS No C\_172490)

#### CARDS Domain

- Support to the Implementation of Capitation Payment in Primary Health Care in Serbia (CRIS No C\_166347)
- 06SER01/15/002 Support to the development of national employment policy (CRIS No C\_166436)
- 05SER01/06/003 Institutional Capacity Building within the Phytosanitary Directorate (CRIS No C\_164888)
- 06SER01/08/008 Roma Assistance Programme (CRIS No C\_166432)
- 06SER01/11/07/001 Zrenjanin Ecka industrial zone (CRIS No C\_166419)
- 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)
- 05SER01/16/003 Municipal Support Programme, North Eastern Serbia - MSP NE (CRIS No C\_164864)
- 05SER01/04/003, Second Project for Establishment of the Programme Implementation Unit (PIU) to the Serbian Railways Company (ZTP) (CRIS No C\_164861)
- 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) - Belgrade and regional office locations in Serbia. Treasury of the Ministry of Finance of the Republic of Serbia. (CRIS No C\_162976)
- 05SER02/03/008 TA for the Translation Coordination Unit (CRIS No C\_164840)
- IPA Programming and Project Preparation Facility (CRIS No C\_166475)
- Provision of Digital Ortho Photomaps, Location: Serbia (CRIS No C\_164879)
- Technical Support to Enterprise Policy and Innovation (CRIS No C\_166403)

The performance over time of these re-monitored projects over time is summarised in the following table:

**Table 8: Overview of performance of projects re-monitored in 2009 and 2010**

Year	IPA				CARDS				Total			
	2009		2010		2009		2010		2009		2010	
Operations monitored	7				14				21			
Reports produced	8		7		14		15		22		22	
Million € covered	5.2				42.7				47.9			
	Good (A/B)	Aver. Score	Good (A/B)	Aver. Score	Good (A/B)	Aver. Score	Good (A/B)	Aver. Score	Good (A/B)	Aver. Score	Good (A/B)	Aver. Score
Relevance & design quality	100%	3.16	100%	3.09	78%	2.90	93%	3.22	86%	3.00	95%	3.18
Efficiency	100%	3.08	85%	2.91	57%	2.70	73%	2.99	72%	2.84	77%	2.96
Effectiveness	100%	3.13	57%	2.93	64%	2.75	66%	2.93	77%	2.89	63%	2.93
Impact	100%	3.18	100%	3.00	85%	2.99	80%	3.03	90%	3.05	86%	3.02
Sustainability	100%	2.91	85%	2.83	71%	2.84	86%	2.99	81%	2.86	86%	2.94
<b>Average</b>	<b>100%</b>	<b>3.09</b>	<b>100%</b>	<b>2.95</b>	<b>92%</b>	<b>2.84</b>	<b>93%</b>	<b>3.03</b>	<b>95%</b>	<b>2.93</b>	<b>95%</b>	<b>3.01</b>

An improvement of the overall performance of the 14 re-monitored CARDS projects is visible (3.03 versus 2.84), with comparatively strongest improvement in the projects' relevance and design quality: since the implementation of CARDS projects has been more advanced in time than the implementation of IPA projects, the re-monitoring indicates that the re-monitored CARDS projects managed eventually, in their implementation phase, to ensure their relevance to the existing or evolving needs by better adapting their design to these needs and to the prevailing implementation environment of theirs. This seems to have resulted, in turn, to better performance of the projects in terms of all other ROM criteria.

The overall performance of the IPA projects monitored in both 2009 and 2010 has not changed, i.e. all 7 projects have good performance (100% A or B scores). A slight drop of the scores in 2010 is however observed in terms of Efficiency of implementation and Sustainability projects, and a bigger drop in terms of Effectiveness. In view of the small sample (7 IPA projects re-monitored), this could be due to a particular situation or problem faced by one or two of the re-monitored projects, in view of the particular stage of their implementation in 2010 and/or to changes in the projects' implementation environment. Consequently, any further checking and analysis would be worth only at project-by-project level. It is hoped that next year, when a higher number of IPA projects will be re-monitored, more concrete conclusions will be possible to be produced.

## 4. CROSS-CUTTING CONCLUSIONS

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A synthesis of cross-cutting conclusions, based on the sample of monitored IPA projects, is presented in this section.

### 4.1.1 Gender Interests

As expected in view of the strategy goals of the IPA Programme, gender issues were not targeted in the majority (78%) of the IPA projects monitored in the reference period (projects classified as "0" according to the OECD Gender Policy Marker). Consequently, the majority of project was not designed and planned taking into account a gender-based approach, since it was considered that this would not add particularly to the achievement of the projects' results and impact. However, in some cases, gender-neutral projects addressed effectively gender interests. An example is the project "Technical Assistance for the Control and Eradication of Classical Swine Fever (CSF) and Rabies", which is classified according to the OECD Gender Policy Marker as "0" (gender not targeted). Nevertheless, during planning and implementation, the project intends to collect information on gender differentiated number of female and male animal/pig keepers and recipients of subsidies or compensation payments, in view of the fact that the policy document on "Serbia Rural Development" of the Serbian Ministry of Agriculture, Forestry and Water Management states that "making rural areas more attractive also requires promoting sustainable growth and generating new employment opportunities, particularly for young people and women".

A number of projects were identified, mainly in areas like poverty reduction or vulnerable parts of the population (e.g. minority groups, IDPs), where gender interests were indeed taken into account at various degrees in the projects' design and implementation, through actions such as: (a) including gender among the eligibility criteria for the selection of beneficiaries of project components; (b) processing statistical data in terms of gender, which can support the formulation of gender based policies; (c) implementing activities for increasing the awareness of decision makers within the social sector on the ultimate necessity for promotion of women's rights; (d) selecting a gender-balanced group of beneficiaries of project activities; et al.

A few projects (mainly the ones in the area of Municipal Support) were identified, where gender was among their secondary policy objectives, but to date the projects have not addressed gender as required.

### 4.1.2 Environmental Needs

Although environment is not a primary policy objective of most of the monitored projects, the mainstreaming of environmental interests in the projects' design and/or implementation seems to have been good to date. This might be also partly due to the overall attitude (and publicity) prevailing worldwide in relation of environment and climate change. In general, the monitored projects in sectors / areas relevant to environment have been performing well towards reaching their objectives, thus indicating that environmental needs are being addressed. A difficulty in meeting the very relevant plans of the project design in relation to addressing environmental needs is identified in some projects in the area of municipal support (Municipal Support Programme C-221902).

### 4.1.3 Good Governance

In general, the mainstreaming of good governance issues in the monitored projects' design and/or implementation is adequate. As is obvious, the scope and performance of projects in the area of municipal support, as well as of Twinning projects, is decisive in relation to good governance mainstreaming. However, it is noted that other projects, not directly targeting good governance as such, have mainstreamed good governance in their implementation in various ways, including: transparency of the project design, planning, management and reporting; ensuring inclusion of a wide network of stakeholders in project implementation, thus allowing a participative approach and adequate representation of interest groups; achieving a joint approach of all stakeholders to the project activities, supported by the main stakeholders; demonstrating adequate financial arrangements and enhancing citizens' participation (in local government initiatives); enhancing service provision and/or rebuilding / strengthening capacities; build on, and demonstrating existing good practices; et al.

#### **4.1.4 Human Rights**

The picture in relation to human rights' mainstreaming in the monitored projects' design and implementation is clearer, and of a "black and white" nature: There are projects focused on human rights and democratization, which are overall well implemented, and projects not related directly to human rights (e.g. in technical sectors), which obviously do not contribute in the enhancement of human rights' issues within the IPA assistance.

# ANNEX I

## List of Monitored Projects

- Provision of Housing and Income generation Assistance Schemes to Refugees and IDPs in Serbia (CRIS No C\_200434)
- Support to the Implementation of Capitation Payment in Primary Health Care in Serbia (CRIS No C\_166347)
- 07SER01/21/11 Supervising Engineer for Emission reduction from Nikola Tesla Thermal Power Plant in the Republic of Serbia (CRIS No C\_216933)
- 06SER01/15/002 Support to the development of national employment policy (CRIS No C\_166436)
- Support to the strengthening of the Ombudsman Office (CRIS No C\_216811)
- 07SER01/01/11 Project Preparation Facilities and Technical Assistance for the Reinforcement of Administrative Capacity (CRIS No C\_172383)
- Support to Education and Information Centre of the Serbian Intellectual Property Office (CRIS No C\_164743)
- 07SER01/03/21/001-Support to the National Judicial Academy in Serbia (CRIS No C\_217019)
- CC-WaterS - Climate Change and Impacts on Water Supply (CRIS No C\_223454)
- DMCSEE - Drought Management Centre for South East Europe (CRIS No C\_223251)
- NEWADA - Network of Danube Waterway Administrations (CRIS No C\_222886)
- I3E - Promoting Innovation in the Industrial Informatics and Embedded Systems Sectors through Networking (CRIS No C\_222910)
- SEETAC - South East European Transport Axis Cooperation (CRIS No C\_224237)
- Supporting Refugees and IDPs in Serbia in Finding Suitable Durable Solutions (CRIS No C\_200437)
- Support for the establishment of tax administration contact centre-Serbia (CRIS No C\_202474)
- 07SER01/20/11 Improving Structural Capacity of the Serbian Statistical Office in view of Approximating European Statistical System (ESS) Requirements (CRIS No C\_172370)
- 05SER01/06/003 Institutional Capacity Building within the Phytosanitary Directorate (CRIS No C\_164888)
- 06SER01/07/07/001- Supervising Engineer for Ash Disposal System (CRIS No C\_166467)
- Dignified Solutions for Refugees and IDPs Living in Collective Centres or Private Accommodation in Serbia (CRIS No C\_200430)
- 06SER01/08/008 Roma Assistance Programme (CRIS No C\_166432)
- Strengthening LSG in Serbia - phase 2 (CRIS No C\_201621)
- Support to National Investment Planning and Implementation (CRIS No C\_201769)
- Support to IDPs and Refugees in Serbia through Provision of Durable Solutions and Economic Sustainability Measures (CRIS No C\_200433)
- 06SER01/03/003, Supervision of Rehabilitation works on motorway (E75/E70) through Belgrade, section Belgrade Airport – Bubanj Potok, km 566+120 – 592+023 and Ring Road R251, section M19 – Bubanj Potok – Vinca (CRIS No C\_166711)
- 08SSER01/23/11, Fourth Project implementation Unit (PIU) to "Roads of Serbia" (CRIS No C\_225708)
- Provision and Housing and Income Generation Support to Refugees and IDPs in Serbia (CRIS No C\_200423)
- Operating Grant to enhance operations of Regional Economic Development Agency for Sumadija and Pomoravlje (CRIS No C\_160894)
- Operating Grant to enhance operations of Regional Development Agency Zlatibor (CRIS No C\_160921)
- Municipal Support Programme (MSP) (CRIS No C\_221902)

- Technical Assistance for Development of a National Environment Approximation Strategy (CRIS No C\_224318)
- 07SER01/27/11 Support to introduce the Decentralized Implementation System (CRIS No C\_223931)
- 06SER01/11/07/001 Zrenjanin Ecka industrial zone (CRIS No C\_166419)
- 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)
- 07SER01/11/11 Implementation of priorities in the area of human rights and protection of national minority groups (CRIS No C\_225595)
- European Integration Scholarships (CRIS No C\_226244)
- 05SER01/16/003 Municipal Support Programme, North Eastern Serbia - MSP NE (CRIS No C\_164864)
- Strengthening Administrative Capacities for Protected Areas in Serbia (Natura 2000) (CRIS No C\_225582)
- Support of Refugees and IDPs in Serbia 08/SER01/03/21/004 (CRIS No C\_228079)
- Provision of Housing and Income Generation Assistance Schemes to Refugees and IDPs in Serbia (CRIS No C\_200435)
- 07SER01/14/11 Implementing the National Strategy to Fight Drug Abuse in Serbia (CRIS No C\_204711)
- Strengthening of the administrative Capacities for Implementation of the Air Quality Management System (CRIS No C\_225530)
- Support for media capacity in the area of EU Integration (CRIS No C\_224564)
- Strengthening the Capacity of the Serbian Electricity Transmission System and Market Operator (EMS) (CRIS No C\_207461)
- Study of Flood Prone Areas in Serbia - Phase 1 (CRIS No C\_232900)
- 07SER01/34/11, Sewerage & Wastewater Strategic Master Plan for the West Morava River Basin in Serbia (CRIS No C\_227048)
- IPA 07SER01/26/11, Technical Assistance for the implementation of the European Common Aviation Area Agreement in the Republic of Serbia (CRIS No C\_202502)
- Further Support to Refugees and IDPs in Serbia (CRIS No C\_224606)
- 05SER01/04/003, Second Project for Establishment of the Programme Implementation Unit (PIU) to the Serbian Railways Company (ZTP) (CRIS No C\_164861)
- 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) - Belgrade and regional office locations in Serbia. Treasury of the Ministry of Finance of the Republic of Serbia. (CRIS No C\_162976)
- Technical Assistance for the Control and Eradication of Classical Swine Fever (CSF) and Rabies (CRIS No C\_226870)
- Municipal Infrastructure Support Programme (CRIS No C\_223292)
- Support for the implementation of a loan for the modernisation of four clinical centres in Serbia (CRIS No C\_212935)
- Education for All - Increasing the Availability and Quality of Education for Children from Marginalised Groups (CRIS No C\_228938)
- 05SER02/03/008 TA for the Translation Coordination Unit (CRIS No C\_164840)
- EXCHANGE 3 direct grant to the SCTM (CRIS No C\_227213)
- 08SER01/19/11 Technical Assistance to enhance the data management, forecasting and monitoring and evaluation capacity of the National Employment Service (NES) (CRIS No C\_224574)
- Administrative capacity building of the Customs Administration for the full implementation of the common EU transit system (CRIS No C\_233021)

- Further Assistance to the Energy Regulatory Agency (CRIS No C\_210747)
- IPA Programming and Project Preparation Facility (CRIS No C\_166475)
- Implementation of Integrated Border Management in Serbia (CRIS No C\_208847)
- Supervision of the Rehabilitation of Gazela Bridge in Belgrade (CRIS No C\_166639)
- Project Preparation Facility (2008) (CRIS No C\_225410)
- Technical assistance to improve the efficiency and transparency of the Judiciary system (CRIS No C\_227793)
- Operating Grant to Enhance Operations of Regional Development Institutions in Moravicki and Raski Districts South West Serbia (CRIS No C\_213428)
- Operating Grant to enhance operations of the Regional Development Agency BANAT (CRIS No C\_161475)
- Developing Community-based Services for Children with Disabilities and their Families (CRIS No C\_232643)
- Operating grant to enhance operations of the Regional Development Agency "Branicevo-Podunavlje" (RDA BP) (CRIS No C\_213226)
- Provision of Digital Ortho Photomaps, Location: Serbia (CRIS No C\_164879)
- Operating Grant to enhance operations of Regional Development Agency Eastern Serbia (CRIS No C\_161418)
- Operating Grant to enhance operations of Centre for Development of Jablanica and Pcinja Districts (CRIS No C\_161422)
- Translation of the Acquis in Serbia - Re-launch (CRIS No C\_164960)
- Emission Reduction from Nikola Tesla Thermal Power Plant in Obrenovac, Units A6 and B2 (CRIS No C\_219517)
- Transnational integrated management of water resources in agriculture for the European water emergency control (CRIS No C\_223255)
- Technical Assistance to the Emergency Services (EMS) (CRIS No C\_172490)
- Technical Assistance for the Feasibility Studies for Electricity Transmission Cross Border Investments in the Republic of Serbia (CRIS No C\_202771)
- Intellectual Property Rights for SEE (CRIS No C\_223477)
- Solutions and interventions for the technological transfer and the innovation of the agro-food sector in South East regions (CRIS No C\_223318)
- Cooperation-Network for logistics and nautical education focusing on Inland Waterway Transport in the Danube corridor supported by innovative solutions (CRIS No C\_224236)
- Technical Support to Enterprise Policy and Innovation (CRIS No C\_166403)
- From Army To Entrepreneurship (CRIS No C\_223243)
- Technical Assistance to Support the State Aid System in Serbia (CRIS No C\_238980)
- Adriatic Danubian Clustering (CRIS No C\_225906)
- Establishment of the First Level Control and Support for the Implementation of Cross-Border Cooperation Programmes (CRIS No C\_238723)
- Provision of support to IDPs, Refugees and vulnerable domicile population in Serbia through creation of durable housing solutions and economic sustainability measures (CRIS No C\_228096)

## ANNEX II

c/n	Project Number	Title	Start Date	End date	EC Budget	MR	MR date	Design	Efficiency	Effectiveness	Impact	Sustainability	Average	Key observations / recommendations
1	C_200434	Provision of Housing and Income generation Assistance Schemes to Refugees and IDPs in Serbia	15/02/09	14/10/10	1,449,000	MR-129043.01	10/02/10	B	C	C	B	B	2.71	Contractor: Enlist support of the EUD at a political level to unblock funding problems within the Belgrade Municipality. EUD: Consider communicating with the Belgrade Municipality in order to facilitate the solution to the current funding problems.
2	C_166347	Support to the Implementation of Capitation Payment in Primary Health Care in Serbia	1/09/07	31/12/10	2,499,581	MR-119720.02	10/02/10	B	A	B	C	C	2.99	Contractor: 1) Elaborate on the impact and sustainability prospects and appropriately refine the project exit strategy in case that the legislation changes fail in the next couple of months. 2) Continue the intensive presence and support in the institutions with low registration rates during the pre-implementation phase. EUD Task Manager: Follow up with the Government on the prospects for the legislation changes which should allow to introduce the capitation payment in PHC.
3	C_216933	07SER01/21/11 Supervising Engineer for Emission reduction from Nikola Tesla Thermal Power Plant in the Republic of Serbia	14/08/09	13/01/12	899,900	MR-129120.01	11/02/10	B	B	B	B	B	3.00	The setup in which the SE project is organically linked with the investment (works) project requires excellent communication and management. The EPS is co-financing and implementing some of the works but must operate under time consuming procedures. If applicable in future, duties should be divided so that simple step by step implementation is enabled, avoiding possible crisscrossing of works of different implementing teams.
4	C_166436	06SER01/15/002 Support to the development of national employment policy	25/10/07	28/05/10	1,500,000	MR-115700.02	12/02/10	A	B	B	B	B	3.20	The project showed remarkable adaptation capacities towards the external changing needs (evident political instability in electoral periods in 2007 and 2008, change in contracting authority and management system of the Beneficiary Country (BC) partner). The results have been achieved as foreseen due to the profound knowledge and commitment of the personnel from the Member State (MS), coupled with the recent appointment of the BC management and further strengthened by enthusiasm and devotion of all stakeholders. The accomplished synergy between the MS and the BC partner indicates how the Twinning instrument can serve its purpose, even in the most difficult implementing environment. This layout makes the projects' added value even higher, due to the skills, experience and knowledge gained by the personnel involved, who will be able to preserve and disseminate them further if they maintain their current positions.
5	C_216811	Support to the strengthening of the Ombudsman Office	1/10/10	1/01/13	784,590	MR-129046.01	12/02/10	B	B	B	B	B	3.00	1) Forthcoming project activities should be designed in a way that they do not place excessive burden on the limited representation budget of the Ombudsman's office (i.e. activities taking place in Serbia, rather than abroad and in the Ombudsman offices rather than in external offices which have to be paid for).
6	C_172383	07SER01/01/11 Project Preparation Facilities and T.A. for the Reinforcement of Administrative Capacity	2/02/09	2/02/11	5,938,390	MR-129306.01	17/02/10	B	B	B	B	B	3.00	The project has been very successful to date.

c/n	Project Number	Title	Start Date	End date	EC Budget	MR	MR date	Design	Efficiency	Effectiveness	Impact	Sustainability	Average	Key observations / recommendations
7	C_164743	Support to Education and Information Centre of the Serbian Intellectual Property Office	2/02/09	1/02/12	2,000,000	MR-129360.01	19/02/10	A	B	B	B	B	3.12	The project design proved to be very well prepared for the needs of the target groups, underlying its ability to cope with a demanding implementing setup. The project is an excellent example of mutual commitment from all counterparts for achieving the PP. Supporting the use of modern technology through establishing the infrastructure of innovation organisations and developing the relevant intermediary structures should further facilitate the fulfilment of SAA process in Serbia, as a precondition for its integration into the EU. The proactive attitude of the main beneficiary serves as a strong indication the project is on the right track for the accomplishment of its main aims.
8	C_217019	07SER01/03/21/001-Support to the National Judicial Academy in Serbia	16/09/09	31/08/11	1,449,600	MR-129660.01	1/03/10	B	B	B	B	B	3.07	Overall, the project team has made good working relationships with the beneficiary and key stakeholders creating preconditions for solid progress. Contractor is recommended: 1) To improve the reporting templates with standard charts and tables. 2) That the 1st interim management report should include a fully updated LF, with its adaptation to all specific situations, and ensure its use as a management tool. 3) In cooperation with the MoJ, to secure the full commitment of all key stakeholders and their active participation in the SC. The Contractor and the beneficiary are recommended: to constantly redefine the priorities in order to guarantee the correct sequencing of the planned activities and their harmonisation with the overall judicial reform activities.
9	C_223454	CC-WaterS - Climate Change and Impacts on Water Supply	20/11/09	20/11/12	269,020	MR-129981.01	10/03/10	A	B	B	B	B	3.19	The Contracting Authority: To adjust the date of signature of service contract of IPA partners as much as possible in accordance with ERDF partners, in order to avoid the postponement of project implementing activities. The Beneficiary: To ensure the participation of at least one IPA representative (from FMG and/or JCI) to all future thematic workshops and the Steering Committee meetings, so that the actual gap in the start of implementation could be further narrowed.
10	C_223251	DMCSEE - Drought Management Centre for South East Europe	25/11/09	25/09/12	178,999	MR-129980.01	15/03/10	B	B	B	B	B	2.96	The monitored component of the transnational project DMCSEE is the national part of a CBC SEE programme, implemented by the Serbian institutions, the RHMS and the UNSFA, who have excellent professional reputation, but limited experience in project management. EUD and MoF: Possible financial modalities for project implementation including VAT exemption and transparency of payments could be examined. An eventual auditing should be able to clearly see all project partners and their respective budgets. MoF: A more proactive approach in supporting the beneficiaries should be considered.
11	C_222886	NEWADA - Network of Danube Waterway Administrations	26/11/09	26/11/12	104,749	MR-130341.01	22/03/10	A	A	A	B	A	3.59	Plovput, Serbian IPA partner, financed its participation in this SEE Programme with its own budget for 6 months, prior to the signing of this grant contract. In this way, Plovput avoided possible delay in implementation of activities from its side, and thus contributed to positive performance of overall NEWADA project. Lead Partner highly appreciates this intervention of Plovput. To the Contracting Authority: In

c/n	Project Number	Title	Start Date	End date	EC Budget	MR	MR date	Design	Efficiency	Effectiveness	Impact	Sustainability	Average	Key observations / recommendations
														future initiatives, adjust signature date of grant contracts of IPA partners, to be in accordance with ERDF partners, thus, avoiding postponement of project implementation activities.
12	C_222910	I3E - Promoting Innovation in the Industrial Informatics and Embedded Systems Sectors through Networking	11/11/09	11/09/12	161,481	MR-129983.01	17/03/10	B	B	B	B	B	3.00	UoK- 1) To clarify the financial issue with the MoF and EUD ( Prague 2008 Rules), in order to foster the financial management . 2)To continue the good cooperation with the MoF and EUD. 3) To continue with the on-time implementation of activities and good cooperation on national and transnational level.
13	C_224237	SEETAC - South East European Transport Axis Cooperation	7/12/09	7/09/12	118,995	MR-130401.01	23/03/10	B	B	B	B	B	3.06	The Contracting Authority: To adjust the date of signature of service contract of IPA partners as much as possible in accordance with ERDF partners, in order to avoid the postponement of project activities implementation.
14	C_200437	Supporting Refugees and IDPs in Serbia in Finding Suitable DurableSolutions	25/02/09	25/08/10	1,574,635	MR-130422.01	24/03/10	B	C	B	B	B	2.88	During ROM visits to two beneficiaries of the IPA 2007 "Support to refugees and IDPs in Serbia", including implementing partners and all relevant stakeholders in the field, it was assessed that the average cost of construction of a 40m2 apartment suitable for 4 persons is between 15.000 and 18.000 EUR depending on the location and the size of the building. The cost of construction of prefabricated house of the same size is between 12.000 and 15.000 EUR. These are to be considered as mere indications regarding construction costs, without infrastructure connections provided and financed by the municipalities. The costs of infrastructure connections differ significantly from one municipality to another. The closure of the CCs is a priority of the SCR and of the international community. Contracting Authority: (i) To find suitable durable, cost-effective housing solutions for the tenants, given their vulnerability, focus in the future efforts on the construction of social apartments in protected environment and prefabricated houses, in accordance with the assessment of the CC tenants willingness and desires and the municipalities' hosting CCs availability to participate in funding and implementing the proposed solutions; (ii) The 7 % indirect cost in the budget of the Action is a maximum figure. It is recommended that in future contracts this percentage is negotiated before signing the agreement, on the grounds that some of the costs covered by the flat-rate for indirect costs may already be included in another heading of the budget as a direct cost. INTERSOS, (iii) PSH component and the implementation of the building material: evaluate and monitor closely the availability of the families' own resources and capacities necessary to finish or adapt their houses to create a minimum of adequate housing standards within the agreed period (60 days), as per contract signed with the beneficiaries; (iv) IGA component: consider not transferring the ownership of the provided equipment/material to the beneficiaries for the first two years from the date of receipt of the same by introducing the appropriate clause in the Agreement with the beneficiaries, to avoid possible abuses.

c/n	Project Number	Title	Start Date	End date	EC Budget	MR	MR date	Design	Efficiency	Effectiveness	Impact	Sustainability	Average	Key observations / recommendations
15	C_202474	Supporty for the establishment of tax administration contact centre-Serbia	6/04/09	25/03/11	1,700,000	MR-130360.01	22/03/10	B	C	C	C	C	2.55	This is a well conceived, highly relevant project which supports the MoF's reform programme of the STA. Despite the delays, considerable progress has been made; what remains critical is that the CC staff are contracted, trained and operational before the launch (28 April 2010). MoF/STA: 1) Recruit CC staff. 2) STA/TAT: Implement an operational management plan, STA/TAT: Closely monitor activities to ensure no further slippage. MoF/STA/TAT: Consider an extension if delays are encountered and negatively impact on the implementation of Phase 2.
16	C_172370	07SER01/20/11 Improving Structural Capacity of the Serbian Statistical Office in view of Approximating European Statistical System (ESS) Requirements	2/02/09	1/08/11	1,811,000	MR-131220.01	12/04/10	B	B	B	B	B	3.25	1) The finalisation of supply and use tables for 2007 and 2008 data is a great achievement, however it is only a stepping stone towards harmonisation with EU standards. 2) SORS staff working on the project are often overburdened with other daily tasks and do not always have the time to commit when key experts are on-site. Contractor: 1) The OVIs on the PP level are broad; it would be beneficial to better specify them. 2) The idea of assigning key experts to work on-site for longer periods could be considered, although if too long, their presence might interfere with the day-to-day operation of the SORS. SORS: Increased communication with SIPR would be mutually beneficial.
17	C_164888	05SER01/06/003 Institutional Capacity Building within the Phytosanitary Directorate	8/05/08	8/08/10	1,500,000	MR-122800.02	22/04/10	B	C	C	B	B	2.77	Beneficiary: 1) The attention of relevant departments should be directed to a constructive dialogue among stakeholders and a nomination of another BC RTA within the PD, securing current capacities towards project end. That way the project resources would be strengthened to undertake the demanding wrapping up of the intervention tasks, and the time consumption would not have to be spend for the endorsement of another legal document nearly at the end of implementation period. 2) Strengthened capacities in the Phytosanitary Directorate and Inspectorate should be maintained, in order for the project results to continue on the longer run. The EU integration process, coupled with harmonization with EU Acquis will be achievable only and if strategic planning is fully endorsed by the responsible partners.
18	C_166467	06SER01/07/07/001-Supervising Engineer for Ash Disposal System	19/09/08	13/10/10	1,259,830	MR-131500.01	16/04/10	B	B	B	B	B	2.87	1) EUD: Tender documents have to clearly state that the project documents must be prepared according to the Serbian law i.e. national technical regulations for design documents. If this is not communicated well to the applicants - who assume that the EU regulations are apt for obtaining national permits - this may lead to delays. 2) EUD, EPS: For large scale projects envisage partial takeover and include this option into contract rules. Introduce milestones in the schedule that lead to the appropriate stages in invoicing and in the related payments. 3) EUD, EPS: Work on adaptation of administrative response to technical requirements of the EU projects.
19	C_200430	Dignified Solutions for Refugess and IDPs Living in Collective Centres or Private	28/04/09	27/12/10	1,860,144	MR-132640.01	12/05/10	B	C	B	B	B	2.87	UNHCR is recommended to update the HR and local office expenses related to HC in the light of another project being implemented by the HC in parallel to the present Action. EUD is advised to: 1) consider

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		Accommodation in Serbia												assigning to implementing partners the role of "facilitators" and "controllers" in favour of more leading role and more active involvement of the targeted municipalities in the implementation of the SHSE component in future projects, in order to enhance local ownership of the project; 2) The 7 % indirect cost in the budget of the Action is a high figure. It is proposed that in future contracts this percentage is negotiated before signing the agreement, on the grounds that some of the expenses covered by the flat-rate for indirect costs may already be included in another heading of the budget as a direct cost.
20	C_166432	06SER01/08/008 Roma Assistance Programme	7/11/07	7/10/10	975,000	MR-120980.02	3/05/10	B	B	B	B	B	2.98	Human resources, mainly RTAs and RHMs developed during last years' actions, have significantly increased the capacity of both MoE and MoH. Continuous care for this very important resource has to be continued. The project showed that the Office for implementation of Roma Strategy within the MoHMR needs further assistance on improving its position within the Government and getting clear support from the higher political level. EUD: 1) Inter-ministerial cooperation in supporting integrative approach to solving the problems of Roma should be further strengthened, especially in the design of similar initiatives. Contractor, MoH and MoE: 1) Ensure strengthening of further cooperation between RTAs and RHMs in their daily work and adequately shared collected data from their municipalities. Contractor, EUD and the MoESP: 1) Ensure continuous expert support to the MoESP on the issue of legalisation informal Roma settlements.
21	C_201621	Strengthening LSG in Serbia - phase 2	28/04/09	28/04/12	2,000,000	MR-132320.01	30/04/10	B	C	C	B	B	2.80	Communication between all partners needs to be improved, as well as intra- and inter-institutional coordination of activities and information sharing. Contractor: 1) Initiate additional meetings with SCTM and MoF to enable better understanding and improved inter- and intra-institutional coordination; 2) Speed up the start of activities in support of the NCD; 3) Ensure that the newly identified activities are clearly defined and contain accurate and consistent terminology of outputs; 4) Indicate any critical constraints for the outputs to lead to results; 5) Revise the Workplan and consider utilising a format which will present progress made but also any future deviation to the plan; 6) In the next Progress Report, provide a brief chapter on the level of inputs utilisation against plan; 7) Include in the Steering Committee meetings an agenda item on other donor initiatives; 8) Monitor the Government's measures in response to the economic crisis and how this may negatively affect the sustainability of the action in the short-term. NCD: In order to ensure the achievement of the OVI at PP level, the MoF and SCTM need to be included in the consultative process of the NCD. Partners: Provide the project with timely information on the planned and ongoing other donor projects to ensure complementarity of actions.
22	C_201769	Support to National Investment Planning and Implementation	1/04/09	1/10/11	1,400,000	MR-133243.01	2/06/10	B	C	C	B	B	2.54	EUD: Open discussions, realistic expectations and flexibility of approach are essential at the design stage; absorptive capacity must

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														be assessed, including human resource capabilities and the availability of their time must also be judged during design if successful outcomes are to be achieved. MoF: There must be both a personal and institutional commitment to project ownership, without commitment and true ownership any intervention will be neither successful nor sustainable. Contractor: 1. There is a need for clarity on the allocation of person-months, both short-term and long-term. 2. The project will require a considerable amount of professional specialist inputs in the different aspects of financial planning. 3. The needs and specialisms must be quickly identified and the requisite experts contracted, so that work can progress and so that the project budget can be optimally utilised. 4. It is recommended that a brief quarterly report – January to April - is submitted outlining progress to date in delivery of outputs, even though the IR has only recently been submitted. Think papers / discussion documents have been provided to staff, overseas visits have been made, this should be officially recorded, for future reference and completeness of records. 5. A phase-out strategy will wait until there has been some further progress.
23	C_200433	Support to IDPs and Refugees in Serbia through Provision of Durable Solutions and Economic Sustainability Measures	1/03/09	31/08/10	1,600,000	MR-130421.01	24/03/10	A	B	B	B	B	3.24	EUD: As lessons learnt, if the future support to refugees and IDP would contain provision of building material as one of the forms of support in housing solutions, it is essential that a reliable and sustainable monitoring system is developed to follow these activities and ensure their effectiveness. ASB: Within reporting practice, provide clear overview of monitoring dynamics of beneficiaries' activities who received support in building materials. Clear deadline for completion of works should be indicated for the beneficiaries who received building material. CRS: To avoid duplication of support provided to beneficiaries of in-kind grants and building materials, database on refugees and IDPs should be regularly updated on a central level.
24	C_166711	06SER01/03/003, Supervision of Rehabilitation works on motorway (E75/E70) through Belgrade, section Belgrade Airport – Bubanj Potok, km 566+120 – 592+023 and Ring Road R251, section M19 – Bubanj Potok – Vinca	5/03/08	5/03/12	2,400,990	MR-130600.01	29/03/10	B	B	B	B	B	2.96	The TM, PERS, the Consultant and the Contractor for E70/E75 should: 1) Review the available and required supervision HR and financial resources, and clarify the responsibility for the costs after the service contract funds are used-up. 2) Jointly review the works defects on R251, and address them appropriately.
25	C_225708	08SSER01/23/11, Fourth Project implementation Unit (PIU) to "Roads of Serbia"	15/12/09	15/12/11	1,346,100	MR-130700.01	30/03/10	A	B	B	B	B	3.23	This is a highly relevant project which provides an 'advisory' role in supporting the RS PIU in the preparation and implementation of infrastructure projects in accordance with EU rules and best practice in the transport sector in Serbia. It is advised that the Task Manager advise: MoI/EUD: 1) Confirm Government Decision to Contractor, on transfer of responsibility of projects from PERs (PIU) and change of scope in TA PIU contract. TA PIU/RS PIU: 1) Revise LF, include more

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														appropriate OVIs and expand Assumptions at activity level. 2) Prepare Deviations from Plan Matrix, 3) Conduct Training Needs Analysis. 4) Consider including Status on Infrastructure Projects as Appendix to Interim Reports. 5) Prepare an Exit Strategy to include Technical and Financial strategy. 6) Prepare a Visibility Plan as per ToR (8.2).
26	C_200423	Provision and Housing and Income Generation Support to Refugees and IDPs in Serbia	9/03/09	8/09/10	1,027,989	MR-130701.01	30/03/10	B	C	C	B	B	2.58	The project has faced delays in the implementation of the IGAs component but the situation can be reversed if promptly addressed. Even though EU visibility is promoted through relevant documentation (brochures, internet articles, briefing materials of different stakeholders, etc) the target groups are not fully aware of the EU contribution. It is recommended: IOM (i) monitor closely the implementation of the IGAs ensuring that achievement of project results is accelerated and further delays avoided; (ii) ensure that the procedures regarding payment and VAT exemptions related to the IGA component (equipment and material) do not hamper the prompt implementation of the project activities and the achievement of project results; (iii) actively promote the EU visibility among the targeted population benefiting from the Action, (iv) Ensure the availability of remaining funds (approximately 29.000 EUR) for the completion of the project activities and achievement of the project results, as stated in Section 2-"Efficiency".
27	C_160894	Operating Grant to enhance operations of Regional Economic Development Agency for Sumadija and Pomoravlje	1/07/08	30/06/11	518,807	MR-116620.02	8/07/10	B	B	B	B	B	3.14	The REDA makes a very good progress toward the planned results. Nevertheless, the Agency should: 1) Consider the development of a detailed risk analysis which should follow the project work plan, help predict and analyse potential harm to the project activities and offer a quality view and lessons learnt on management solutions in partner collaboration. 2) Improving the visibility of the EU support, e.g. through business cards, relevant documentation and promotion materials.
28	C_160921	Operating Grant to enhance operations of Regional Development Agency Zlatibor	1/07/08	30/06/11	561,547	MR-116621.02	8/07/10	B	B	B	B	B	3.05	It is clear that the ZRDA is positioned as a key actor for territorial development of the Zlatibor region and that this grant support is helping to increase its capacity and ability to introduce, plan and manage actions on a wider scope. The ZRDA should: 1) Consider including a detailed risk analysis in the annual progress report, which would follow the project work plan, help predict and analyse potential harm to the project activities and offer a quality view and lessons learnt on management solutions in collaboration with its partners. 2) Improve the visibility of the EU support (through business cards, relevant documentation and promotion materials).
29	C_221902	Municipal Support Programme (MSP)	11/01/10	10/01/13	7,636,700	MR-133180.01	1/06/10	B	B	B	B	B	3.17	Contractor: 1) Improve the LF by rephrasing the PP to again include the wording "[...] to enhance local economic development by strengthening local organisations [...]"; keep the results but formulate them in a fashion that is more "results oriented", make the OVIs more results oriented and SMART and include appropriate assumptions at OO level. 2) Better highlight mainstreaming of cross cutting issues, for instance by including activities, outputs and results that are dedicated

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														to promoting equal opportunities and advancement of the situation of minorities and other vulnerable groups. 3) Improve the level of detail of the Monthly Reports. 4) Provide a comprehensive overview of the roles and responsibilities of the various bodies involved in components 1 to 4. 5) Provide a decent assessment of the economic and financial viability of the products and services that the project provides. 6) Ensure reaching out to the remainder of the public sector, the private sector, the voluntary sector and the wider public. 7) Provide a Communication and Visibility Plan in accordance with the EC's Communication and Visibility Manual.
30	C_224318	Technical Assistance for Development of a National Environment Approximation Strategy	1/12/09	1/12/11	1,970,200	MR-131280.01	13/04/10	B	B	B	B	B	3.10	For the project to be effectively implemented, the MESP senior management has to be fully involved in the development and implementation of the policies and institutional change required for delivering of the projects results. The project supports the MESP in designing and developing an EAS and examines institutional (re)arrangements which would fit the environmental acquis implementation. The fragmentation of the Water sector is one of the issues. The project will bring all involved parties together including the Water Directorate and it will be a positive challenge for the MESP to establish itself in the role of decision maker on this topic. The institutional peer platform will have to deal with this – the project will try and highlight the factual inconsistencies in the current institutional arrangements and stimulate discussion that will hopefully lead to more rational arrangements. The EAS will set the timetable in which the transposition of the environmental acquis can be completed and the requirements for the subsequent implementation and enforcement of the acquis. Cost assessments for each part of the acquis will be included in the EAS.
31	C_223931	07SER01/27/11 Support to introduce the Decentralized Implementation System	2/12/09	1/06/11	1,382,000	MR-131760.01	20/04/10	B	B	B	B	B	3.00	MoF, GoS: 1) See all available possibilities for resolving the recruitment issues so that the DIS units would have at least the minimum number of personnel required for DIS accreditation. 2) Clarify and implement the necessary changes in the DIS units' structure, so as to focus entirely on the process of DIS and the forthcoming auditing, taking full advantage of the assistance provided by the relevant projects. Contractor: 1) Continue efforts to adapt the project schedule in order to avoid further delays due to the recruitment issue of the beneficiaries. 2) Examine possible solutions for initiating capacity building activities focusing on the existing personnel as future trainers, in case of an incidental further delay of recruitment procedures. EUD: 1) Continue close communication with the beneficiaries at operational and decision-making level so as to facilitate their efforts to resolve the understaffing issue as well as further guide them to the needed changes for the establishment of the appropriate DIS units and structures.
32	C_166419	06SER01/11/07/001 Zrenjanin	6/10/08	6/05/10	4,075,066	MR-	8/02/10	B	C	C	B	B	2.71	There is generally satisfactory progress, but there are delays in the

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		Ecka industrial zone				118840.02								activities. 1) The EUD Task Manager, the MSPNES Programme, and the beneficiary in consultation with the Contractor, should urgently prepare the necessary contract amendment for the extension; and the Contractor should be pressed through more frequent meetings and monitoring visits to deliver the expected outputs with minimum delay. 2) The Contractor should immediately produce a new achievable and realistic Dynamic Plan for the extension period envisaged in the amendment, and strive to comply with it. 3) The beneficiary should: a) formalize the arrangements for training in IZ Management by the counterparts in the Czech Republic and Hungary, and prepare a detailed plan on what expertise will be acquired and how, b) immediately pursue the construction of a treatment facility for the sewage and drainage waters from the IZ, and also examine the treatment of industrial waste. 4) The Management Meetings should have the quality of the roads (sidings and BNS layer) examined by the MSPNES monitors to determine if corrective measures are necessary.
33	C_166509	06SER01/11/005 EXCHANGE 2 - Institutional capacity building of the Standing Conference of Towns and Municipalities	14/03/08	14/03/10	1,000,000	MR-120440.02	9/03/10	B	B	B	A	A	3.49	It is essential that targeted municipalities stay motivated to continuously report to the SCTM on their achievements against the adopted MDPs and LSDSs and provide the SCTM with relevant data on the real ownership of MDPs and LSDSs and their usability. SCTM: 1) Consider applying such an approach to select examples of good practice, 2) Verify progress in municipal development process according to MDPs taking into account municipal specificities, 3) Further clarify and decrease potential risks in order to better control the municipal development process.
34	C_166405	06SER01/04/005 Technical Assistance for Animal Identification and Registration System	7/04/08	6/04/10	1,372,000	MR-120240.02	21/04/10	A	B	B	B	B	3.14	Beneficiary: 1) The subventions in the agriculture sector need to be maintained, if the small households are to be stimulated for active participation in the food chain production and the concept 'from stable to table' is to be applied by all partners. These kind of incentives might be able to keep the small households within the I&R system. 2) The loss or the fall out of the bovine ear tags seem to be due to their low quality. These events are rarely reported on time by keepers, since they are charged for the tagging. However, there is only one report in the veterinary inspectorate on the low quality of the ear tags, which is not sufficient for the preparation of procurement procedures and purchase of better quality ear tags. Another issue remains the stimulation of domestic producers (according to the procurement procedures in public administration) and the precondition that the lowest price wins the tender, which has not resulted in successful outcome for the past 3 times. The preparation of tender dossier for such procurement should be dealt with utmost care, so that the I&R process functions properly. 3) The development of the VD also envisages the proper IT support, so that the database system developed by the project can be maintained on the longer run.

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														Unfortunately, there had never been a systematization plan that supported the adequate maintenance of the IT infrastructure, especially after consolidation of the bovine database. There are some concerns that VD as a public administration institution is not able to offer a competitive remuneration package for the IT experts. It is of utmost importance to establish such a department, or at least assign sufficient HR so that major project benefits are maintained in the proper manner.
35	C_225595	07SER01/11/11 Implementation of priorities in the area of human rights and protection of national minority groups	17/12/09	15/06/11	1,186,200	MR-132280.01	29/04/10	B	B	B	B	B	2.90	The project has at its disposal generous resources and timeframe in order to achieve the PP. Consultant: 1) Based on the changes to the ToR as reflected in the IR, a revision of the Logframe is required, specifying the time-bound outputs, OVs and the Sources of Verification in detail and clearly linked to the delivery of results with the sequence and dependency of activities; 2) Revise the Overall Plan of Operations, the Overall Result Performance Plan and the Plan of Operations for the Next Period, according to the revised Logframe, identifying outputs and milestones for monitoring of the achievement of the project results and objectives. EUD: Consider the use of the innovative forms of TC support e.g. Public/Public cooperation or twinning in the future, inviting, if possible, former candidate countries with similar challenges as those faced by the Serbian institutions in the field of H&MR.
36	C_226244	European Integration Scholarships	1/02/10	1/02/12	2,490,000	MR-132600.01	7/05/10	B	B	C	B	B	2.78	This EU financed project to support Serbia's Integration Process into the EU is in line with the decision of the Government which has made successful efforts towards this goal. However, crucial adjustments are to be realized, especially by the Steering Committee, to ensure impact and sustainability. Beneficiaries, EUD: Introduce an Advisory Steering Group /Committee at a more strategic level, to provide guidance comments and advice for issues which are properly led by the Government, rather than the project team (management of selection process, identification of the priority areas of Government activities for assistance with accession processes). Contractor: Improve the quality of the LF with more quantified indicators, add and encourage other sources of verification/stakeholders to monitor the project progresses rather than relying exclusively on project reports, underline potential risks related to the release of staff and salary secured for internship candidates. Beneficiaries, Contractor: 1) Take all necessary steps to encourage Government institutions at central and local level to support the release of successful applicants to enable them to pursue the training courses and more precisely the selected internships and to contract them to return and resume their positions in their respective institutions; 2) Create or find a way to allow interns to secure their salaries while participating in training programmes in the EU Member States; 3) Encourage and support by all means the transfer of knowledge within each institution from the trainees to their other colleagues; 4) Make careful decision related to the selection process

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														between a) institutions, all over the country, already deeply involved in EU Integration process; b) all institutions whatever the level of involvement in EU process; 5) Evaluate, if the second choice is agreed, whether the thinly dispersed allocation of scholarships will produce the expected impact; 6) Attract and motivate best candidates and retain good civil servants by examining the possibility to recognize through academic channels, internships of several months duration, to form part of a degree/diploma. This way, achievement of academic credits would provide a non-financial instrument to retain good personnel and to ensure better sustainability.
37	C_164864	05SER01/16/003 Municipal Support Programme, North Eastern Serbia - MSP NE	18/06/07	18/06/10	6,695,920	MR-121280.02	11/05/10	A	A	A	A	B	3.80	This ROM mission identifies four key success factors: 1) Quality of the project design enhanced by the EU Delegation's precise and reactive supervision and coordination with the project partners; 2) Significant and qualified involvement of all project stakeholders; 3) Professional management by the Team Leader with a proficient and proactive team of experts; 4) Quality of the project methodology through a "Final Beneficiary - Oriented" management and a bottom-up approach.
38	C_225582	Strengthening Administrative Capacities for Protected Areas in Serbia (Natura 2000)	14/12/09	13/03/12	1,000,000	MR-132440.01	5/05/10	B	B	B	B	B	2.79	Very relevant project addressing clear needs. Some adaptations seem needed for maximising results' full achievement and securing high effectiveness and impact. Contractor: 1) Realistically assess results' achievability in the prevailing implementation environment, in line with a thorough examination of the stakeholders' real capacities. 2) Set clearly each stakeholder's role and responsibilities and detail the related coordination and management arrangements. 3) Carry out a risk management study and identify potentially needed measures and adjustments. 4) Based on all these, propose an update of the project design/ planning and reflect it in the Logframe. 5) If needed, propose budget reallocation in favour of activities that a) will significantly contribute to the achievement of project goals, b) are more likely to be completed without significant risks, c) will have more important impact. MESP: Identify and assign the appropriate HR to the project. INP: Develop ownership, get involved in and benefit from the project. Contractor, MESP, EUD: 1) Closely monitor results' achievement and investigate their interdependence. 2) Resolve the issue of travel expenses for "third party" stakeholders. 3) Examine the updated project design and timely proceed with respective actions. 4) Support/ promote beneficiary ownership and motivation. 5) Proactively ensure the economic viability of the services/ activities needed in future.
39	C_228079	Support of Refugees and Idps in serbia 08/SER01/03/21/004	1/02/10	30/06/11	968,543	MR-132700.01	14/05/10	B	C	C	B	B	2.77	The project can achieve all expected results and the Project Purpose if the Contractor rectifies the initial delays in the immediate future. Therefore the Contractor is recommended to: 1) ensure that all municipalities remain committed to the implementation of the project activities and achievement of the project results; 2) to ensure the SCR and the EUD receive promptly all relevant information on the

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														arrangements discussed with the partners. The SCR and EUD are advised to continue to support the Contractor and involved municipalities in finding appropriate solutions to ensure that no further delays in project implementation in future are encountered.
40	C_200435	Provision of Housing and Income Generation Assistance Schemes to Refugees and IDPs in Serbia	1/03/09	31/08/10	1,488,157	MR-132701.01	14/05/10	A	B	B	B	B	3.33	The SCR is recommended to: 1) continue with regular monitoring of Municipalities and respective authorities to secure exchange of best practices and sustainability; 2) to use the experience and the project related best practice for Review Process of the National Strategy for solving the problems of Refugees and IDPs.
41	C_204711	07SER01/14/11 Implementing the National Strategy to Fight Drug Abuse in Serbia	3/04/09	3/10/10	1,498,000	MR-127423.02	17/05/10	B	B	B	B	C	2.96	The MoH is advised to ensure immediate response on its capacity to establish the National Office for Drugs and use the unique opportunity to establish the Office; The Contractor is recommended to: 1) Provide to the MoH analytic response on the issue of the EMCDDA, best solution for adequate cooperation with this body and relevant Serbian institution which would be the most appropriate to take over the responsibility for contact with the EMCDDA, 2) Make quick assessment on the present capacities of relevant health institutions, with special focus on IPHs and their capacities to be more actively involved in promotion of project results.
42	C_225530	Strengthening of the administrative Capacities for Implementation of the Air Quality Management System	1/12/09	1/03/12	1,000,000	MR-132720.01	17/05/10	B	B	B	B	B	2.94	Twinning partners, EUD: Check the capacity of the BC twinning partner and ensure that sufficient time is devoted all involved to the project. BC twinning partner: The MS which has recently gone through a similar process to the one covered by the project is a good choice for a twinning partner. The BC partner can benefit from this intervention as regards the achievement of the EU standards and based on the well assessed situation and a good plan, decide on a sufficient transition period to reach the foreseen targets.
43	C_224564	Support for media capacity in the area of EU Integration	12/12/09	12/12/11	1,165,960	MR-132882.01	25/05/10	B	B	B	B	B	3.06	Beneficiaries, SC: Require the set-up of a system which would allow the trainees to share their acquired knowledge with their colleagues and diffuse the experience. Contractor: Continue close co-operation with the Beneficiaries for the appropriate monitoring and implementation of the grant schemes.
44	C_207461	Strengthening the Capacity of the Serbian Electricity Transmission System and Market Operator (EMS)	19/06/09	18/12/10	1,402,950	MR-133082.01	27/05/10	B	B	B	B	B	2.96	The Contractor and EUD TM: 1) indicative schedule should be developed during the inception phase and it should be further developed by the time of the first interim report. This is important for planning the internal resources of the beneficiary institution. EUD and EMS: 2) Managers should be involved in the introduction of changes as agents of change they should be able to transfer the changes vertically down the management lines into the institution.
45	C_232900	Study of Flood Prone Areas in Serbia - Phase 1	15/03/10	15/03/12	1,999,500	MR-132822.01	21/05/10	A	A	B	B	B	3.41	Beneficiaries: It is imperative that the Ministry of the Interior through its Sector for Emergency Management is invited to be on the Project Steering Committee. Contractor: The work plan should show, for monitoring and management purposes, how and when it will use its short-term TA inputs – what specialism and approximate dates of

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														intervention - this should be just an indicative schedule, but will provide a better understanding of TA inputs and delivery of outputs. EUD TM: 1. As the financing Agreement for this Global Fee Based Contract was signed in April 2008, it should be checked if the D+3 Rule will apply and if so how rigid it will be applied, particularly as the FA was signed exactly two years ago. 2. A key lesson that will impact upon future design of projects, is that using a TA Team previously involved in a related project, will significantly affect the swift and smooth start-up of any follow-on interventions. The fact that the Contractor also implemented the previous Water Management Information Systems Project (WMIS), facilitated an effective and rapid project take-off.
46	C_227048	07SER01/34/11, Sewerage & Wastewater Strategic Masterplan for the West Morava River Basin in Serbia	1/02/10	1/02/12	2,900,000	MR-132881.01	25/05/10	B	B	B	B	B	3.00	EUD TM, Contractor: 1) Since it is clear that the problem has to be tackled in an integrated way and that the Master plan should cover the whole river basin - through the EU and Contactor offices involve the stakeholders from all municipalities in the West Morava river flow. EUD TM, MAFWM: There is a conceptual difference between the technical rules of the EU and Serbia. This general problem needs to be addressed by the EU and the relevant national ministries to come up with recommendations before the IPA Component III instrument starts. EUD TM: If possible/applicable - to increase the impact consider providing training to the local counterparts in EU procedures, to encourage the beneficiary to later effectively use the IPA Component III or similar instrument.
47	C_202502	IPA 07SER01/26/11, Technical Assistance for the implementation of the European Common Aviation Area Agreement in the Republic of Serbia	5/05/09	5/05/11	1,697,000	MR-132760.01	19/05/10	B	B	B	B	B	3.00	Contractor: Update the LF with conducted and ongoing activities, the OVIs, risks and assumptions, since this has not been done according to the ToR requirements within the Inception report. It is advisable to include the LF in the reporting system, since it may provide a clearer overview of the project implementation.
48	C_224606	Further Support to Refugees and IDPs in Serbia	17/12/09	17/06/11	994,200	MR-133340.01	7/06/10	B	B	B	B	B	3.00	Sustainable legal solutions for refugees and IDPs appear to be achievable only if there is a long-term instrument for provision of free legal aid, i.e. wide regional network of highly competent, experienced and motivated legal experts, residing in Serbia, Croatia, Bosnia and Herzegovina and Kosovo who can afford to be dedicated to resolve complicated and long-lasting legal cases, and provide continuous, complete and result-oriented legal aid. The Contractor is recommended to update LF to include measurable OVIs and consider using LF as a management and reporting tool. The EU Delegation to the Republic of Serbia: Cooperation of Serbian and Kosovo-Albanian legal professionals in similar initiatives is worth fostering, to enhance joint work on property-related cases of IDPs and increase cross-boundary ownership of project activities and results, which are desired by both, Serbian Government and Kosovo Authorities.
49	C_164861	05SER01/04/003, Second	23/01/06	22/05/10	1,984,340	MR-	7/06/10	B	B	B	B	B	3.06	Beneficiary: 1. The bankable loans are envisaging the TA as

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		Project for Establishment of the Programme Implementation Unit (PIU) to the Serbian Railways Company (ZTP)				121680.02								institutional support to the SRC, but nevertheless it is important to maintain the capacities of the key stakeholder in the present form. 2. Strategic measures should be taken by the SRC so that the knowledge and experience gained during the project could be retained within the company despite the currently imposed Governmental restrictions in HR in the overall public sector.
50	C_162976	Supply, installation and commissioning of IT equipment, software and applications, peripherals and IT networking material for the establishment of a financial management information system (FMS) - Belgrade and regional office locations in Serbia.	20/12/05	31/08/10	14,337,396	MR-122820.02	8/06/10	C	C	C	B	B	2.63	1. NBS, Contractor: Examine all possible methodological differences in verification and testing approaches in order to demonstrate clearly the reliability of the new system. 2. Beneficiaries: Proceed with the decisions needed for the maintenance plan of the FMS.
51	C_226870	Technical Assistance for the Control and Eradication of Classical Swine Fever (CSF) and Rabies	11/01/10	17/06/12	1,930,100	MR-133382.01	8/06/10	B	B	B	A	B	3.21	The project is still in an early phase but progressing very well thanks to the dedication and expertise provided by both the project team and the beneficiary. The Contractor is advised to prepare the full background information and clear justifications for the GIS professional tools which need to be procured in order to allow EUD to assess if derogation of the EC rules will be required or the reserve option of the open source software will be undertaken.
52	C_223292	Municipal Infrastructure Support Programme	28/01/10	27/01/13	9,465,400	MR-133522.01	15/06/10	B	B	B	B	B	3.17	MERD is recommended to: 1) Ensure location of the PMU within; SCTM and Contractor are advised to: 1) Consider inclusion in SLAP of additional "good governance" indicators such as those recommended in the EuropeAid handbook on promoting good governance in EC development and co-operation; Contractor is recommended to: 1) Enhance the representation of the SC by including representatives of the private and voluntary sectors, as well as representatives of the donor and IFI communities in Serbia; 2) Ensure appropriate "results orientation" of the project intervention logic and enhance the OVIs; 3) Increase mainstreaming of the cross-cutting issues of equal opportunities, minorities, and refugees and IDPs through including concrete inputs, activities, outputs and results dedicated to these issues; 4) Promote the inclusion of socio-economic projects; 5) Ensure appropriate coaching and support to MERD to strengthen its leadership capacity; 5) Ensure activation of Western Balkans Investment Framework (WBIF) to bridge existing funding gaps for selected municipal infrastructure projects; 6) Carry out a human rights assessment.
53	C_212935	Support for the implementation of a loan for the modernisation of four clinical centres in Serbia	1/11/09	31/12/11	999,808	MR-133480.01	9/06/10	C	C	B	B	B	2.71	The TA Contractor is advised to: 1) Formally inform the EIB and EUD of the delayed start and thus also delayed IR. 2) Finalise the IR as soon as possible and provide final design adaptations of the TA project with updated logframe, workplan, schedule, inputs utilisation plan, clear

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														plans for both "hard" and "soft" component as well as expected impact and sustainability of the TA project. 3) The results 3,4 and 5 of the TA project proposal, should be better formulated and updated in the IR as the current formulation is deficient. 4) The cross cutting issues especially the environmental concerns and other parallel interventions related to the THC reform should be taken into consideration in the IR.
54	C_228938	Education for All - Increasing the Availability and Quality of Education for Children from Marginalised Groups	1/02/10	31/01/12	1,792,030	MR-133703.01	18/06/10	B	B	B	B	B	3.16	The MoE is recommended to ensure the full-time engagement of the PIU in the implementation of the planned activities and securing of the adequate involvement of all national project partners in accordance with the ToR provisions. The Contractor is recommended to build curricula for PAs considering the previous RTAs experiences and lessons learnt, and the pool of lecturers should be extensive and not necessary limited to the academic personnel.
55	C_164840	05SER02/03/008 TA for the Translation Coordination Unit	23/05/08	22/08/10	765,520	MR-120880.02	18/06/10	A	B	B	B	B	3.27	Remark: Bearing in mind that the project is facing the end in the implementation plan, the intervention has defined itself as a successful due to accomplished synergy and cooperation of the involved parties. The prominent role of the TCU and its staff is recognised as the crucial one for this achievement, and should be further exploited as a lesson learnt of how raised capacity within the public institution could contribute to the overall efficiency, exceeding the initial tasks portfolio.
56	C_227213	EXCHANGE 3 direct grant to the SCTM	1/03/10	28/02/13	2,000,000	MR-133720.01	18/06/10	B	B	B	B	A	3.16	The project has a number of elements that contribute to the Paris Declaration Indicators and cross-cutting issues, enhancing the sustainability prospects. Contractor: 1) Identify additional LF OVIs at the PP level, preferably with more qualitative and quantitative data on the expected improvements; 2) Update the DoA Annex "Overview of donor supported projects/" in the IR to include concrete areas of synergy and complementarity; 3) Consider extending the available time for the SC members to comment on progress reports; 4) Provide a longer advance notice to members for the participation in SC meetings; 5) For future projects to consider streamlining the formulation of results to better reflect the outcome of the outputs in terms of a changed situation. The Contractor and the MPALSG are advised to: Explore ways on how the project's training experience can be used in the development of the MPALSG's Training Strategy.
57	C_224574	08SER01/19/11 Technical Assistance to enhance the data management, forecasting and monitoring and evaluation capacity of the National Employment Service (NES)	1/03/10	1/11/11	988,000	MR-133741.01	18/06/10	B	B	B	C	B	2.88	Contractor, PSC and EUD: 1) The OVIs are unrelated to possible direct project impacts, are overly ambitious and cannot be effectively measured within the project life. Contractor and PSC are strongly advised to adapt them accordingly; 2) Many of the OVIs will be measured using the very tools that the project is designed to improve and as such the credibility of any results are predicated on the quality of the project impact, perhaps alternative external measurement should be designed to measure the projects performance versus its OVIs.
58	C_233021	Administrative capacity building of the Customs Administration	20/04/10	19/04/11	862,300	MR-133840.01	22/06/10	B	C	B	B	B	2.89	EUD TM: 1) Inception Phase was very short – even though the project has a 12 month timeframe, consideration should be made of the

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		for the full implementation of the common EU transit system												possibility of a longer one in future similar projects; 2) Request the TAT to provide more detail in the IR, particularly on the WP and use of the 400 STE person days; TAT: 1) Within the next three or four month assess progress and possible need for an extension to the project timeframe; 2) Provide more details in the WP; 3) Bring forward the expected completion date for the computer hardware and software specifications; 4) Prepare ToRs for the STE; 5) Include in the Final IR a list of meetings held during the Inception Phase; 6) Ensure contact as soon as possible with the haulers, exporters and the trading community who will be affected by any new procedures and systems at customs posts and by new legislation introduced by CAS; 7) Liaise with the Trade and Transit Facilitation in Southeast Europe (TTFSE) project to ensure synergy of approach; CAS: 1) Ensure a balance in the PSC membership and assist partners in the preparation of the PSC ToRs; 2) Ensure the involvement of senior CAS staff in the selection of STE; 3) Work with the TAT on the development of the public awareness and information exchange with the commercial sector.
59	C_210747	Further Assistance to the Energy Regulatory Agency	31/08/09	28/02/11	1,498,500	MR-133961.01	25/06/10	B	B	B	B	B	3.21	1) Due attention has been paid to setting a management structure appropriate for this project. In addition to the Team Leader (responsible for overall implementation), task leaders (appointed by the beneficiary to assure quality of the outputs) with appropriate expertise for each activity, contribute to the beneficiary's ownership of the project, as well as applicability of the proposed solutions. 2) The design of the AERS' HR input in the project took into account their everyday work when defining the task teams/working groups. The working groups have the obligatory and also non-obligatory members who take part in the activities of the working group when their workload allows them to. This way more people contribute to the working groups and are also trained while working on the working groups assignments.
60	C_166475	IPA Programming and Project Preparation Facility	16/09/08	15/07/10	1,892,000	MR-121522.02	25/06/10	A	A	B	A	B	3.42	The project showed remarkable adaptation capacities towards the changing needs (change in Contracting Authority, reconstruction of project design and planning). In this frame, results have been achieved as foreseen and expanded due to the dedication, knowledge and commitment of the personnel involved. The accomplished synergy between beneficiary and project partners indicates how coordination can serve its purpose, even in the most difficult implementing environment. This layout makes the projects' added value even higher, due to the gained skills, experience and knowledge by the personnel involved, who will be able to preserve and disseminate them further if they maintain their current positions. The general recognition of the EU Integration process as one of the priorities of the Government should be sought in further strengthening the HR included in the process, with adequate number of assigned personnel to the Sector for Programming and Management of EU funds.

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61	C_208847	Implementation of Integrated Border Management in Serbia	1/09/09	28/02/11	1,500,000	MR-133980.01	28/06/10	B	B	B	A	B	3.24	Contractor: 1) Liaise with EUD and similar IBM related interventions to secure synergy and avoid overlapping of efforts; 2) Encourage and facilitate the signing of a Memorandum of Understanding (MOU) between the border agencies and the private sector; 3) Elaborate further the LFM and include the updated version in the next IQR in order to adapt to all specific situations and secure its integration and use as management tool.
62	C_166639	Supervision of the Rehabilitation of Gazela Bridge in Belgrade	5/03/08	4/03/12	1,753,000	MR-134241.01	5/07/10	B	B	B	B	B	3.00	The Contractor is advised to consider preparing a LF and developing new assumptions and risks. The EU TM is advised to: 1) emphasize and strengthen communication among the CWP, the SP and the RoS; 2) underline the CWP obligations vis-à-vis the SP Team, and the RoS according to FIDIC and the EIB/EBRD requirements, and explain how they specifically apply in this project; 3) request both Contractors to invite additional stakeholders, as observers, in relevant progress meetings; 4) organize meeting(s) with the SP and CWP, to set the obligations of project partners, clarify the chain of responsibilities and communication as defined in the contract documents and relevant correspondence; 5) be alert and attentive in monitoring the interaction between the SP, the CWP and the Employer to ensure its efficiency and effectiveness; 6) review the contractual documents for the CWP and the SP to clarify their start date and implementation period. RoS is advised to explore ways of engaging junior engineers in SP and PIU for practical training and experience.
63	C_225410	Project Preparation Facility (2008)	22/02/10	21/02/12	4,599,750	MR-134242.01	5/07/10	B	B	B	B	B	3.35	The beneficiary (NIPAC/SCO) is recommended: 1) To closely supervise the planned activities of the Railways of Serbia with regards to the Stara Pazova-Novi Sad project in order to secure the required inputs timely delivery; 2) To select in due time other projects to be prepared under PPF3 from the "menu"; The Contractor is recommended to support DACU to adapt to the future changes in the programming process under a Sector Wide Approach (SWAP) described in the new MIPD 2011-2013.
64	C_227793	Technical assistance to improve the efficiency and transparency of the Judiciary system	8/03/10	7/03/12	1,920,000	MR-134320.01	6/07/10	B	B	B	B	C	2.78	The project faced a different situation in the field than originally planned. The EUD TM is advised to ensure: 1) Once the hardware provision project commences, that both projects coordinate the preparation of technical specifications to ensure consistency. The Contractor is recommended to: 2) Elaborate further the OVIs at the level of OO and PP. 3) Ensure in the draft IR: quality control over terminology, a comprehensive elaboration of the reorganised court network, resource allocation table, more elaborate clarification on SAPS vs. AVP to remove potential doubts regarding design relevance. 4) Organise project activities sufficiently in advance to allow timely allocation of beneficiary resources. 5) Increase TL presence in the country to provide adequate project support. 6) Establish contacts and meetings with relevant donors to maintain cooperation and information

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														exchange. 7) Include in future reporting: delays and deviations from WP, update on achievements in terms of OVIs under results, PP and OO, updated resource allocation table, assumptions and risks status, donor coordination and developments in the sector. 8) Ensure SENA, LIBRA and AVP are carefully assessed to produce the most advanced SAPS version possible.
65	C_213428	Operating Grant to Enhance Operations of Regional Development Institutions in Moravicki and Raski Districts South West Serbia	1/07/09	30/06/12	450,000	MR-134424.01	12/07/10	B	B	B	B	B	3.05	The RASD with the SEDA should: 1) Consider the development of a detailed risk analysis which would follow the project work plan, help predict and analyse potential harm to the project activities, and offer a quality view and lessons learnt on management solutions in collaboration with the partners. 2) Update the Logframe, so as to provide quantified OVIs or target figures, for better measurement of performance. 3) Speed up the process of website completion in all sections, to facilitate the information flow between the project stakeholders and interested parties, and prevent possible negative impact on visibility and transparency of the agencies' work. 4) Improve the visibility of the EU support (for example, business cards, documentation and promotion materials).
66	C_161475	Operating Grant to enhance operations of the Regional Development Agency BANAT	1/07/08	30/06/11	540,019	MR-119441.02	9/07/10	B	B	B	B	B	3.21	EUD: 1) Even more support for the development of project proposals is needed. Support for the feasibility studies and project documentation is important for municipalities and the future contribution of experts in this area would be very beneficial.
67	C_232643	Developing Community-based Services for Children with Disabilities and their Families	23/04/10	22/04/13	2,000,000	MR-134420.01	12/07/10	B	B	B	B	B	3.06	The Contractor is recommended: 1) To introduce brief monthly Activity Reports which would provide information on project progress as well as problems encountered. 2) To ensure plurality of service providers by supporting a bottom-up approach and local partnerships. 3) To take every press release and media coverage opportunity to promote the role of the EU, including the project web-page.
68	C_213226	Operating grant to enhance operations of the Regional Development Agency "Branicevo-Podunavlje" (RDA BP)	1/07/09	30/06/12	399,994	MR-134421.01	12/07/10	B	B	B	B	B	3.23	EUD: 1) It would be useful if available financing for projects was disseminated well in advance. The Ministry and NIPAC announce the calls for proposals 3 months before the application deadline, which is not long enough for more complex regional projects. 2) Co-financing for big infrastructure projects (with budgets around 10 MEUR) is the major issue for the beneficiaries. For IPA 2011, a solution may be sought in combining the funds from the National Investment Plan and the EU. RDAs, NARD, EUD: 1) The National Agency for Regional Development should improve the flow of information for actors at regional level to enable better RDA organisation and time management. It should also perceive the RDAs as source of valuable local information so that two way communication would benefit both levels.
69	C_164879	Provision of Digital Ortho Photomaps, Location: Serbia	24/11/05	31/12/10	2,639,000	MR-124980.03	19/07/10	B	C	C	B	B	2.73	EUD: Regular co-ordination project meetings could be organised assisting the timely project implementation. Contractor: Intensification of the re-delivery of quality controlled outputs would assist the timely and successful conclusion of the project. Securing that adequate time

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														(in computer processing and human resources) will be available for the UTM-GK transformations is also essential. Beneficiary, Contractor: Closer communication/ co-operation could help streamline the quality assurance procedures so that the approval of the delivered outputs is accelerated. Beneficiary: 1. Close co-ordination with the Contractor on obtaining the last needed flight permits would further assist timely project implementation. 2. A developed business plan could secure the financial base for the future orthophoto related operations.
70	C_161418	Operating Grant to enhance operations of Regional Development Agency Eastern Serbia	1/07/08	30/06/11	560,087	MR-116462.02	19/07/10	B	B	C	B	B	2.90	RARIS is likely to achieve the planned objectives. However, besides adequate financial resources, sustainability (PP) can be achieved if the human resources reach adequate levels of expertise and experience in the regional development field. In this way, they will be recognized as partners that can provide added value for the potential and current RARIS partners/stakeholders. In the RARIS premises, there are no visible signs that its activities are supported by the EU funds, either through the documentation or the promotional activities. It is recommended that RARIS: 1) Ensures more intense and specific training of the staff especially in the development of project ideas and formulation of project proposals for EU funding. 2) Provides adequate support to the RSEDP2 programme in identifying an expert to support its activities on a daily basis. 3) Ensures adequate EU visibility in the official documents, brochures, offices and in its promotional activities.
71	C_161422	Operating Grant to enhance operations of Center for Development of Jablanica and Pcinja Districts	1/07/08	30/06/11	554,288	MR-116463.02	19/07/10	B	C	C	B	B	2.58	The process of strengthening the RDA capacities and ensuring sustainability is slow but is likely to be completed, although not within the project time frame. RDA: 1) Speed-up the process of internal reorganisation and ensure more intense and specific training of the current and new staff. 2) Elaborate a viable phase-out strategy. 3) Provide the EUD with an updated Logframe specifying the OVIs in greater detail. 4) Elaborate a detailed Activity Schedule clearly linked to the project outputs and results, necessary to provide "benchmarks" for progress assessment. 5) Ensure there is no activity duplication of the RSEDP2 and other experts collaborating with the Agency.
72	C_164960	Translation of the Acquis in Serbia - Re-launch	25/11/08	24/11/10	485,600	MR-134841.01	28/07/10	B	A	A	A	B	3.72	1) EUD: It was often challenging for the consultant to hire high quality translators. This was made more difficult because of the strict terms of reference. It would be beneficial for future projects if the terms of reference were more flexible. 2) EUD: try to encourage RS to continue to use the created pool of high quality translators for future translations rather than going through the procurement process.
73	C_219517	Emission Reduction from Nikola Tesla Thermal Power Plant in Obrenovac, Units A6 and B2	6/10/09	5/10/11	10,780,000	MR-134867.01	28/07/10	B	B	B	B	B	2.95	1) EUD: the 3 years period between initial budget planning and actual implementation of works proved too long. Prices have increased and funds are not fully sufficing for completing all works. As a lesson learnt, this period should be kept as short as possible to allow for realistic project planning. 2) EUD, SE, Contactor: secure the continuous presence of a Site Manager on the field in order to improve overall

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														communication and improve the organisation/ m management of the site. One site manager, although very experienced and devoted to his work, does not suffice for managing works on more than one lot.
74	C_223255	Transnational integrated management of water resources in agriculture for the EUropean WATER emergency control	25/11/09	24/09/12	76,499	MR-135081.01	10/08/10	B	B	B	B	B	3.06	The Cross Border Cooperation Unit (of the Ministry of Finance) is recommended to continue with the capacity building support to the IAE.
75	C_172490	Technical Assistance to the Emergency Services (EMS)	2/02/09	1/08/10	986,940	MR-121181.03	3/08/10	B	B	C	B	B	2.81	Having defined the open and streamlining course towards the EU integrations in the health system of Serbia, the MoH as the main beneficiary should sustain this direction, since the process has been supported from the bottom-up level with the involvement of enthusiastic and pro-active EMS staff. The project accomplished so many results, whose utility should be measured with immediate deployment, not allowing its weakening by insufficient utilization. The project phasing out entails the necessity that the results/services provided are to be endorsed ASAP, in order for PP and OO to be fully achieved.
76	C_202771	Technical Assistance for the Feasibility Studies for Electricity Transmission Cross Border Investments in the Republic of Serbia	26/05/09	30/09/10	905,000	MR-135083.01	10/08/10	B	B	B	B	B	3.13	Beneficiary, EUD: 1) All outputs of the project must be in line with the domestic regulations. For similar future activities, it is very important to emphasise in the tendering process the practical implications of this clause so that potential contractors would be prepared. 2) Examine possibilities to cover the additional work and the implied costs that may arise from changes in the applicable rules and regulations. If a clause on operating "in line with the current regulations" is included into a future similar contract, bearing of costs of possible additional work should be agreed in the contracting stage.
77	C_223477	Intellectual Property Rights for SEE	25/11/09	24/05/12	84,468	MR-135159.01	12/08/10	B	B	B	B	B	3.06	The Beneficiary: 1) Should ensure the urgent submission of the Progress Report, in order to maintain the envisaged pace of activities (not only related to the implementation, but also with regard to the reporting requirements). The Contracting Authority is advised: 2) In order to maintain the synergy achieved with the National IPA project (Support the IPO of Serbia), to establish closer cooperation with the EUD to make sure that the planned and accomplished outputs are achieved to the highest extent in both projects.
78	C_223318	Solutions and interventions for the technological transfer and the innovation of the agro-food sector in South East regions	25/11/09	24/11/12	77,978	MR-135201.01	17/08/10	B	B	C	B	B	2.87	Despite the IAE's strong will and specialised skill to complete the activities, this is their first experience of a project of this type. The IAE should: 1) Provide more specific information in the LF, include quantitative targets and more detailed activities. 2) Consider and report on relevant cross cutting issues. 3) Include more details in the activity schedule. 4) Examine why the meat producers are not interested in participating in the project and urgently try to rectify the problem.
79	C_224236	Cooperation-Network for logistics and nautical education focusing on Inland Waterway	27/11/09	26/11/12	84,999	MR-135202.01	17/08/10	B	B	B	B	B	3.06	The Beneficiary should: 1) Become better acquainted with the horizontal issues, that are important for any future similar project preparation. 2) Make the Logframe more compatible with the

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		Transport in the Danube corridor supported by innovative solutions												conducted activities and avoid too much generalisation (i.e. relate activities in line with the results, and number them accordingly).
80	C_166403	Technical Support to Enterprise Policy and Innovation	1/09/08	31/08/10	1,499,970	MR-124080.02	20/08/10	B	B	B	C	B	2.83	Consultant: Ensure the handover of the outputs to the MoERD, NARD, the Support to Enterprise Competitiveness and Export Promotion Project (SECEP) and the Improved SME Competitiveness and Innovation Project (ICIP). EU Delegation: Coordinate the activities of the TA projects, which have MoERD and NARD as main Beneficiaries.
81	C_166347	Support to the Implementation of Capitation Payment in Primary Health Care in Serbia	1/09/07	31/12/10	2,499,581	MR-119720.03	20/08/10	B	B	C	C	C	2.46	The Contractor is advised to: 1) Elaborate in the next Progress Report, as the last before the end of the project, on the project impact and sustainability prospects and finally refine the project exit strategy; 2) The project team together with the stakeholders revise the mid-term implementation plan for the capitation payment in accordance with the actual situation; The MoH is advised to propose, before the end of the project, a plan for the implementation of the capitation payment in order to keep the momentum achieved throughout the project.
82	C_223243	From Army To Entrepreneurship	24/11/09	23/05/12	81,183	MR-135771.01	13/09/10	B	A	B	B	A	3.41	CBC Unit is recommended to assist if possible the EU project partners on the VAT exemption issue.
83	C_238980	Technical Assistance to Support the State Aid System in Serbia	5/07/10	4/01/12	998,400	MR-135742.01	10/09/10	B	B	B	B	B	3.02	The project is currently completing its inception phase. Consultants: The following recommendations relate to project design: 1) Ensure that all OVIs are S.M.A.R.T a. 2) Add OVIs at OO and activity level. All partners: Intensify efforts to increase staff members in the SA department so as to reach the desired number, in time. Prepare mitigation measures in case your efforts fail or you meet serious delays that could jeopardise project efficiency.
84	C_225906	Adriatic Danubian Clustering	22/12/09	21/06/12	67,473	MR-135841.01	16/09/10	B	C	C	B	B	2.69	The Project Partner in Serbia is recommended: 1) To revise the LFM. 2) To develop the relevant Activity schedule with the realistic timeline. 3) To revise and harmonise the local activities (tourism sector) with the partnership strategic sectors (agro-food processing, modern housing, logistics, and mechatronics).