



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

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

**Synthesis Report on
*EU Funded National Projects in
Serbia monitored in the Period
January to June 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

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1. ACHIEVEMENTS

1.1. Overview of outputs

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

- 61 national projects were monitored:
 - 41 in the IPA Pre-accession instrument (DG ELARG) domain,
 - 18 in the CARDS (DG ELARG) domain.
- 61 project-visits were implemented.
- 59 monitoring reports were submitted, all on single-country (national) projects. The outputs from two more project-visits are at the stage of quality control and finalisation, the deadline for their submission being later than the date of issuance of the present Synthesis Report.
- Projects from 37 specified sectors (at CRS level code) were monitored:
 - 1 project in 11230: Basic life skills for youth and adults
 - 2 projects in 12110: Health policy and administrative management
 - 1 project in 12250: Infectious disease control
 - 1 project in 12261: Health education
 - 1 project in 14050: Waste management/disposal
 - 4 projects in 15110: Economic and development policy/planning
 - 1 project in 15130: Legal and judicial development
 - 2 projects in 15111: Public Finance Management
 - 4 projects in 15112: Decentralisation and support to subnational government
 - 6 projects in 15140: Government administration
 - 1 project in 15153: Media and free flow of information
 - 2 projects in 15160: Human Rights
 - 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
 - 1 project in 21020: Road transport
 - 1 project in 21030: Rail transport
 - 1 project in 21040: Water transport
 - 1 project in 23010: Energy policy and administrative management
 - 1 project in 23020: Power generation/non-renewable sources
 - 1 project in 23040: Electrical transmission/ distribution
 - 1 project in 23063: Coal-fired power plants
 - 1 project in 31100: Agriculture
 - 1 project in 31110: Agricultural policy and administrative management
 - 1 project in 32120: Industrial development
 - 1 project in 32182: Technological research and development
 - 2 projects in 33120: Trade facilitation
 - 1 project in 41000: General environmental protection
 - 1 project 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
 - 2 projects in 93010: Refugees in donor countries
- The total budget covered was € 121,747,783.
- The average size of the monitored projects was € 2,063,522.

2. ANALYSIS OF ROM RESULTS

2.1. Operational Conclusions

Best Practices

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

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

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

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

Table 1: Short-listed success stories in selected period

#	Title	Domain	EC Budget	Project Authority	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Average Score	% of excellence
1	05SER01/16/003 Municipal Support Programme, North Eastern Serbia	CARDS	€ 6,695,920	VNG International	A	A	A	A	B	3.8	93 %
2	NEWADA - Network of Danube Waterway Administrations	IPA	€ 104,749	Direkcija za unutrašnje plovne puteve - Plovput	A	A	A	B	A	3.59	86 %
3	06SER01/11/005 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 %
4	IPA Programming and Project Preparation Facility	CARDS	€ 1,892,000	East West Consulting	A	A	B	A	B	3.42	81 %
5	Study of Flood Prone Areas in Serbia - Phase 1	IPA	€ 1,999,500	EPTISA Servicios de Ingeniería	A	A	B	B	B	3.41	80 %
6	Provision of Housing and Income Generation Assistance Schemes to Refugees and IDPs in Serbia	IPA	€ 1,488,157	Dansk Flygtningehjælp	A	B	B	B	B	3.33	78 %
7	05SER02/03/008 TA for the Translation Coordination Unit	CARDS	€ 765,520	European Consultants Organisation (ECO)	A	B	B	B	B	3.27	76 %
8	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 %
9	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 %
10	08SSER01/23/11, Fourth Project implementation Unit (PIU) to "Roads of Serbia"	IPA	€ 1,346,100	Ministry of Infrastructure	A	B	B	B	B	3.23	74 %
11	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 %
12	06SER01/15/002 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 %
13	CC-WaterS - Climate Change and Impacts on Water Supply	IPA	€ 269,020	Belgrade University	A	B	B	B	B	3.19	73 %
14	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 %
15	06SER01/04/005 Technical Assistance for Animal Identification and Registration System	CARDS	€ 1,372,000	ADT PROJEKT GMBH	A	B	B	B	B	3.14	71 %
16	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 success stories in terms of design quality, sound operational set-up and expected results.

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

Table 2: Success Stories

Project Title	05SER01/16/003 Municipal Support Programme, North Eastern Serbia	
Monitoring	Report N°/ grades	MR-121280.02 / A-A-A-A-B
	Previous grades	B-A-B-B-B
Domain	CARDS	
Sector	15112 - Decentralisation and support to subnational government	
Intervention Logic	<p>The project's Overall Objective is 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. Its Purpose is two-fold: 1. To enhance Good Local Governance in 27 municipalities of North East Serbia; 2. To improve the economic competitiveness of the region while enhancing socio-economic cohesion between local communities. The Purpose is to be achieved through the achievement of the following results: 1. Municipalities' abilities to design and implement Local and Regional Economic Development improved; 2. The capacity of the municipalities upgraded by improving the efficiency and financial management of the municipal staff; 3. Stakeholders' participation in the decision making process at local government level and awareness on gender equality increased; 4. The capacity of the Regional Development Agency improved; 5. The role of the Standing Conference of Towns and Municipalities in the dissemination of lessons learnt from this project enhanced; 6. Selected priority projects identified, prepared and implemented. The planned activities are structured along 6 "components": 1. Training on Regional Economic Development; 2. Technical support on financial management to the staff of municipalities; 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>	
Key issues	<p>This ROM mission identified four key success factors: 1) Quality of the project design enhanced by the European Union 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.</p>	
Project Title	NEWADA - Network of Danube Waterway Administrations	
Monitoring	Report N°/ grades	MR-130341.01 / A-A-A-B-A
	Previous grades	N/A
Domain	IPA	
Sector	21040 - Water transport	
Intervention Logic	<p>The project is implemented within the ERDF South–East European Space programme, which aims at the establishment and development of transnational cooperation through the financing of networks and actions conducive to integrated territorial development, concentrating primarily on the areas of innovation, environment, accessibility and sustainable urban development activities. The project's Overall Objective is to promote and support Inland waterways in order to increase inland navigation. Its Purpose is two-fold: 1. To develop action plans (in the field of waterway maintenance, and hydrography and hydrology) and to have a national strategy plan for intensification of cross border activities and ready for implementation; 2. To identify and properly disseminate Inland navigation stakeholders. The Purpose is to be achieved through the achievement of the following results: 1. Status quo reports, action plans and national strategy developed; 2. Level of knowledge on hydrography, hydrology, ecology, 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 the project's communication plan. The planned activities are: 1. Developing Status Quo Report on Serbian waterway</p>	

	<p>maintenance activities; 2. Developing Status Quo Reports on Serbian hydrological and hydrographical activities; 3. Developing Status Quo Reports on Serbian ENC activities and on existing exchange routines for FIS data; 4. Developing Status Quo Reports on waterway administration; 5. Participation at project WPs and status meetings in order to harmonize action plans; 6. Participation at the Board of Directors meetings, as the highest body in project organization, in order to evaluate project progress and define the next steps of action; 7. Active participation in expert exchange programme on hydrography, hydrology, ecology, waterway maintenance; 8. Updating ENC's for the Serbian stretch of the Danube River; 9. Installation and configuration of WLAN access point on Iron Gate I Lock; 10. Developing Communication plan of the project; 11. Developing Internet and Intranet for the project; 12. Creating project newsletters in Serbian language and disseminating relevant stakeholders; 13. Developing project stakeholders' database.</p>
Key issues	<p>Plovput, the Serbian IPA partner, financed through its own budget its participation in this SEE Programme for 6 months, prior to the signature of the grant contract. In this way, Plovput avoided possible delays in the implementation of activities from its side, and thus contributed to the ensuring of good performance of the overall NEWADA project. The Lead Partner highly appreciates this intervention of Plovput. The Monitor suggested to the Contracting Authority that in future similar initiatives, the signature date of grant contracts of IPA partners, should be adjusted to be in accordance with the ERDF partners, thus avoiding postponement of project implementation activities.</p>

Problematic cases

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

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

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

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

The application of the method confirmed that there were no projects experiencing major difficulties in Serbia in the reference period of this Synthesis Report.

2.2. Performance Conclusions

Overall performance

The frequencies or % of A, B, C, and D occurrence are presented, based on the grades of the Monitoring Reports, in order to illustrate the number of A and B (very good or good performance) over the total number of grades in the ROM outputs, i.e. a percentage of 50% demonstrates that in the respective category there are more A or B than C or D. The following table illustrates the performance of the 59 projects monitored, along with the average score.

Table 3: 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/Quality of design	100%	3.18	89%	3.13	97%	3.17
2	Efficiency	83%	2.96	67%	2.89	78%	2.94
3	Effectiveness	88%	3.01	72%	2.94	83%	2.99
4	Impact	98%	2.99	89%	3.09	95%	3.02
5	Sustainability	98%	3.03	89%	3.03	95%	3.03
Average		100%	3.03	100%	3.02	100%	3.03

In general, the 59 projects monitored in the period from 01/01/2010 to 30/06/2010 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 first half of 2010, while also their performance in terms of ensuring good Sustainability and Impact prospects is high. Good performance is observed in general also in terms of Effectiveness (the contribution of the projects' results to the achievement of their project purpose). The relatively weaker area of performance of the monitored projects is related to their Efficiency (how well the planned inputs/means and activities are converted to outputs leading to the achievement of the expected results), noted though that Efficiency has been assessed as good.

It is worth noting particularly the high score for Impact prospects, which indicates a high receptiveness of the EC External Cooperation initiatives in Serbia coupled to an apparent very appropriate design of the projects in order to cover the existing needs. This, in turn, seems to be leading to good prospects for sustainability, as long as the good performance in the project's implementation is maintained.

The distribution of grades along the 5 ROM criteria is illustrated in the table below. The samples of projects and reports were: 41 MRs on IPA projects and 18 MRs on 18 CARDS projects.

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

#	Criterion	Very good (A)			Good (B)			Problems (C)			Serious Deficiencies (D)		
		IPA	CARDS	TOTAL	IPA	CARDS	TOTAL	IPA	CARDS	TOTAL	IPA	CARDS	TOTAL
1	Relevance and Quality of design	17%	28%	20%	83%	61%	76%	0%	11%	3%	0%	0%	0%
2	Efficiency	5%	17%	8%	78%	50%	69%	17%	33%	22%	0%	0%	0%
3	Effectiveness	2%	6%	3%	85%	67%	80%	12%	28%	17%	0%	0%	0%
4	Impact	2%	22%	8%	95%	67%	86%	2%	11%	5%	0%	0%	0%
5	Sustainability	5%	6%	5%	93%	83%	90%	2%	11%	5%	0%	0%	0%
BCS TOTAL Score		2%	6%	3%	98%	94%	97%	0%	0%	0%	0%	0%	0%

In general, the vast majority of the monitored projects (97%) have been assessed to be performing well (B score). The strongest aspect of this good performance is related to the potential sustainability, indicating thus that the various parameters rendering the results of the projects sustainable are all either secured or on the way to be secured. Furthermore, the high frequencies of B grade for Effectiveness and Impact Prospects indicate good access of beneficiaries to the project's results and outcomes as well as adequate ownership of the projects and of their results by the beneficiary side. Within this main "bulk" of well performing projects, the IPA projects monitored seem to have rather better performance than the CARDS ones. This seems to be due to better relevance and design quality of the IPA projects (frequency of B 83% versus only 61%), but also to an apparent higher ownership and "visibility" of the IPA projects' work and results (85% frequency of B for IPA projects' Effectiveness and 95% for their Impact, versus 67% for both Efficiency and Effectiveness of CARDS projects).

It is worth noting two very positive observations:

- A number of projects with very good performance are identified, more on the side of CARDS than of IPA. This seems logical, since the IPA is a new instrument and all involved actors, having been used to the CARDS Instrument's provisions, had to adjust to its provisions and particular features, while also the monitored IPA projects were, at the time of the monitoring in their first stages of implementation while 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 these projects.
- There are no projects identified, that experience overall problems or serious deficiencies. However, some problems are identified in relation to individual criteria: there is a relatively high frequency of C grades in the area of Efficiency, especially of the CARDS projects (one third of

these projects seem to be facing implementation problems; these problems seem to have led also to a lower Effectiveness.

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

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

Category	Performance	Projects			%		
		IPA	CARDS	TOTAL	IPA	CARDS	TOTAL
Category I	<i>Very good performance (minimum 3 a, no c, no d)</i>	1	2	3	2%	11%	5%
Category II	<i>Good performance (a, b, maximum 2 c, no d)</i>	40	14	54	98%	78%	92%
Category III	<i>Performing with problems (a, b, minimum 3 c, no d)</i>	0	2	2	0%	11%	3%
Category IV	<i>Not performing, or having major difficulty (minimum 1 d)</i>	0	0	0	0%	0%	0%
TOTAL		41	18	59	100%	100%	100%

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 three projects performing very well: 2 under the CARDS domain and 1 under the IPA domain.
- There are no projects experiencing major difficulties in the IPA nor in the CARDS domain.
- Two (2) CARDS projects (3% of all projects monitored in the 1st half of 2010, 11% of the monitored CARDS projects) were found to be facing problems; respective recommendations were provided by the Monitors for the EC Task Managers to consider.

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

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

ODA	1	2	3	4	5	7	9	
Description	Social Infrastructure and Services	Economic infrastructure and services	Production sectors	Multi-sector/ Crosscutting	Commodity aid and general programme assistance	Humanitarian Aid	Other	Total
N° operations monitored	29	9	6	5	0	8	2	59
N° reports produced	29	9	6	5	0	8	2	59
Million € covered	82.20	11.40	9.50	6.20	0.00	9.90	2.60	121.70
Relevance/Quality of design	93 %	100 %	100 %	100 %	0 %	100 %	100 %	99 %
Efficiency	83 %	100 %	50 %	100 %	0 %	38 %	100 %	78 %
Effectiveness	83 %	100 %	67 %	100 %	0 %	62 %	100 %	85 %
Impact	90 %	100 %	100 %	100 %	0 %	100 %	100 %	98 %
Sustainability	90 %	100 %	100 %	100 %	0 %	100 %	100 %	98 %
Average	100 %	100 %	100 %	100 %	0 %	100 %	100 %	100 %

The biggest share of the projects (49%) is under the ODA sector “Social Infrastructure Services” with higher concentration in the CRS sector 15140: “Government administration” (6 projects). A high concentration of projects (6 projects) is found also under CRS sector 72010: “Material relief assistance and services”.

With the exception of the ODA Sector “Social Infrastructure and Services”, the samples per ODA sector are rather small to allow any concrete assessment of performance per sector or any identification of systematic best practices or problem areas. In fact, 50% of success stories identified in the previous section of the present report are under “Social Infrastructure and Services”. The table above can only provide indications of issues to be looked at. For example, the relatively low performance of projects in the Production Sectors and the Humanitarian Aid in terms of efficiency and effectiveness, could trigger a search as to whether there are systematic issues or problems to be solved in these areas.

Performance over Time

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

Thirteen (13) projects of the total of 59 reference projects were re-monitored in 2009 and 2010:

IPA Domain

- 07SER01/14/11 Implementing the National Strategy to Fight Drug Abuse in Serbia (CRIS No C-204711)

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)
- 04SER01/01/001: Supply, installation and commissioning of IT equipment, software and applications, peripherals and IT networking material for the establishment of a financial management information system (FMIS) (CRIS No C-162976)
- 05SER02/03/008: TA for the Translation Coordination Unit (CRIS No C-164840)
- IPA Programming and Project Preparation Facility (CRIS No C-166475)

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

Table 7: Overview of performance of projects remonitored in 2009 and 2010

Year	IPA				CARDS				Total			
	2009		2010		2009		2010		2009		2010	
Operations monitored	1				12				14			
Reports produced	1		1		12		12		14		14	
Million € covered	1.50				38.60				40.10			
	Good (A or B)	Average Score										
Relevance & Quality of design	100%	3.00	100%	3.30	75%	2.88	91%	3.28	76%	2.89	92%	3.28
Efficiency	100%	3.00	100%	3.00	58%	2.75	75%	3.07	61%	2.77	76%	3.06
Effectiveness	100%	3.00	100%	3.00	66%	2.75	75%	3.04	69%	2.77	76%	3.04
Impact	100%	3.00	100%	3.00	83%	2.98	91%	3.13	84%	2.98	92%	3.12
Sustainability	100%	2.70	0%	2.50	75%	2.88	91%	3.09	76%	2.86	84%	3.05
Average	100%	2.94	100%	2.96	91%	2.85	100%	3.12	92%	2.86	100%	3.11

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

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 – Bujanj Potok, km 566+120 – 592+023 and Ring Road R251, section M19 – Bujanj 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)
- Municipal Support Programme IPA 2007, Good local governance, planning and service delivery (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)
- 04SER01/01/001 Supply, installation and commissioning of IT equipment, software and applications, peripherals and IT networking material for the establishment of a financial management information system (FMIS) (CRIS No C_162976)
- 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)