

**EVALUATION OF THE
ASSISTANCE TO BALKAN COUNTRIES UNDER
CARDS REGULATION 2666/2000**

Synthesis Report

Volume III - Annexes

June 2004

**Contract N.: B7-6510/2002/005
between the European Community, represented by the
European Commission**

and

Development Researcher's Network Consortium



Development
Researchers'
Network

Italy



Aide à la Décision Economique

Belgium



ECO-Consulting Group
Germany



Nordic Consulting Group
Denmark

A consortium of
DRN, ADE, ECO, NCG
c/o DRN, leading company:

Headquarters

Via Ippolito Nievo 62
00153 Rome, Italy
Tel: +39-06-581-6074
Fax: +39-06-581-6390
mail@drn-network.com

Belgium office
rue Rasson 29
1030 Brussels, Belgium
Tel: +32-2-732-4607
Tel/Fax: +32-2-736-1663
bruxelles@drn-network.com

Service contract for the
Evaluations of
the EC support to selected initiatives in
Regional Cooperation
and
Economic Integration
as well as aspects of
3Cs and Policy Mix
in the field of external cooperation with partner countries

Contract N.: B7-6510/2002/005

**EVALUATION OF THE
ASSISTANCE TO BALKAN
COUNTRIES UNDER
CARDS REGULATION
2666/2000**

SYNTHESIS REPORT

Volume III- Annexes

June 2004

The opinions expressed in this document represent the authors' points of view which are not necessarily shared by the European Commission or by the authorities of the countries concerned.

The evaluation team wishes to thank Douglas Carpenter, Chairman of the Steering Group of the evaluation, and all members of the Steering Group for their support to the best development of the evaluation and for their helpful suggestions and constructive criticism on the draft reports.

This evaluation study was carried out by Enzo Caputo (Team Leader), Marie-Janine Calic, Soren Villadsen and Walter Pfluger, as members of the core team, and Malcolm Anderson, Julie Mostov, Hans Geeroms, Ernesto Marzano and Roger Short, as sector experts.

During field visits, the core team was supported by: Agron Hetoja, Arben Tabaku, Qemal Balliu, Kasim Tatić, Naida Trkić, Mladen Staničić, Senada Šelo-Šabić, Trajko Slaveski, Pece Nedanovski, Enver Hoxhaj, Armend Tahirsylaj, Milenko Popovic, Darko Hajdukovic, Saša Gajin, Ana Knežević.

The team was assisted by Alejandro Diz Rodríguez.
Paola Gosparini was the Contract Evaluation Manager.

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Volume I of the Synthesis Report includes the findings of the evaluation.

Volume II of the Synthesis Report includes the Inventory of actions funded under CARDS.

Volume III of the Synthesis Report includes all annexes of the evaluation.

1. TERMS OF REFERENCE OF THE EVALUATION



EUROPEAN COMMISSION
EuropeAid Co-operation Office

General affairs

Evaluation

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EVALUATION OF ASSISTANCE TO BALKAN COUNTRIES UNDER REGULATION 2666/2000

TERMS OF REFERENCE

Final

TERMS OF REFERENCE FOR AN EVALUATION OF ASSISTANCE TO BALKAN COUNTRIES UNDER REGULATION 2666/2000

1. Introduction: the framework, background and objectives of the study

1.1 Systematic and timely evaluation of its expenditure programmes has been defined as a priority of the European Commission (EC), as a means of accounting for the management of the allocated funds and of promoting a lesson-learning culture throughout the organisation.

1.2 Council Regulation 2666/2000 (henceforth to be referred to as the CARDS Regulation) set out arrangements for assistance to Albania, Bosnia and Herzegovina, Croatia, the Federal Republic of Yugoslavia (FRY) and the Former Yugoslav Republic of Macedonia (FYROM). The CARDS Regulation is one of the building blocks for implementing the Stabilisation and Association Process (SAP), launched by the European union in 1999; the SAP is the focus of EU policy towards the Western Balkans¹. CARDS provides €4.65 billion in the period 2000-2006 to facilitate the SAP, and is concentrated through regional and country strategies on four main areas:

- Reconstruction, democratic stabilisation, reconciliation and the return of refugees;
- Institutional and legislative development, including harmonisation with EU norms and approaches, to underpin democracy and the rule of law, human rights, civil society and media and the operation of a free market economy;
- Sustainable economic and social development, including structural reform;
- Promotion of closer relations and regional co-operation among SAP countries and between them, the EU and candidate countries of central Europe.

Article 13 of the CARDS Regulation establishes that “not later than 30 June 2004, the Commission shall submit to the Council an evaluation report, together with proposals for the future of this Regulation and for any amendments needing to be made to it.”

1.3 Regulation 2667/2000 established the European Agency for Reconstruction. The Agency is responsible for the management of CARDS national assistance programmes² for Serbia, Montenegro and Kosovo (formerly the component entities of FRY) and for FYROM. The agency was established in February 2000 as an independent agency of the EU accountable to the Council and the European Parliament. Regulation 2667/2000 also specified that, following the same timetable as for CARDS, the Commission should submit to the Council an evaluation report, together with proposals for the future of the Agency, by 30 June 2004. The evaluation of the Agency regulation will be undertaken separately from the evaluation of CARDS. However, it will take account of those findings in the present evaluation which relate to the role of the Agency in the delivery of CARDS and the facilitation of the SAP in the countries concerned.

1.4 Notwithstanding the attention to be given to the European Agency for Reconstruction, the evaluation of CARDS should also take into account coherence with that Commission-funded assistance in Serbia and Montenegro and FYROM which is not managed by the Agency. This includes humanitarian assistance, human rights and democracy, higher education, macro-financial assistance, customs and fiscal planning aid.

1.5 The objective of the regional evaluation of CARDS is to provide the European Commission with an independent and reliable assessment of the assistance strategy under CARDS and its evolution within its wider political setting, both in the context of the stabilisation and association process and the changing situation in the partner countries themselves.

The evaluation should give particular attention to the delivery of aid, including the role of the European Agency for Reconstruction (see above), and of the European Commission’s own aid

¹ It should be noted that Western Balkan countries are at various different stages of development and integration in international or multilateral processes: for example, Croatia and FYROM have signed Stabilisation and Association Agreements (SAAs), Albania and Croatia have joined the World Trade Organisation, and Croatia has made an application for EU membership.

² Not including the CARDS Regional Programme or some specific parts of the national programmes (Customs, Tempus), which are managed by the European Commission

management (through Commission headquarters and delegations, taking account of the ongoing de-concentration process).

The evaluation will take account of the five criteria of relevance, impact, efficiency, effectiveness and sustainability, but to ensure its own focus on key issues will be focused around a set of specific evaluation questions. On the basis of the answers to these questions, the evaluators will be expected to come to an overall judgement on the degree to which CARDS programmes, their design, organisation and delivery have contributed to the achievement of the Commission's objectives in the western Balkans. The final evaluation report should present findings and lessons, along with a set of detailed recommendations. The purpose will be firstly to account to the legislative authority and wider public for the funds expended under CARDS, and secondly to provide the Commission's policy-makers with a valuable aid to the preparation of the future strategy for the Western Balkans, including the future of the CARDS Regulation and decisions on aid delivery mechanisms.

Taking account of key explicit principles in the European Union's strategy towards the western Balkans, such as sustainable reform, ownership, flexibility and the need to come to grips with overarching problems such as poverty, social exclusion and the respect for human and minority rights, the evaluation should place CARDS assistance in its policy and institutional context. For this reason, the evaluation should consider ways of achieving improved co-ordination with other donors; better complementarity with Member State policies and activities; a heightened sense of local ownership, participation and partnership, and enhanced coherence with the Commission's other policies and with the priorities of partner governments.

2. The Coverage of the Evaluation

2.1 The study will cover the following:

- i. An evaluation of EC assistance under the CARDS Regulation, covering the programming and execution of both regional and an country programmes, and assessing progress towards the Commission's stated objectives for the region;
- ii. As a specific element of (i) above, an assessment of mechanisms for the management and for the delivery of aid financed under CARDS, focusing on the cross-fertilisation of good practice and taking account of the roles of Commission headquarters, delegations and missions, and the European Agency for Reconstruction.

3. The structure and follow-through of the Evaluation

3.1 The progress of the evaluation will be followed closely by a Steering Group under the Chairmanship of the Evaluation Unit, consisting of representatives of: EuropeAid Co-operation Office, the Directorates-General for External Relations, Development, Budget, Enlargement, and Economic and Financial Affairs. In addition, representatives of the European Investment Bank, of the European Commission's delegations in the countries concerned, and of the European Agency for Reconstruction, may be represented in the steering group on an ad-hoc basis. The Steering Group will therefore constitute the main interface between the evaluation team and the Commission's Services.

3.2 There will be four distinct phases to the evaluation of CARDS: (a) setting up its structure; (b) collection of data; (c) analysis; (d) judgement on findings, leading to a set of conclusions and recommendations.

3.3 The study will draw on the contents of (i) all relevant documentation supplied by the Commission Services, of which a preliminary, *non-exhaustive* list is given in Annex 1, and (ii) documentation from other sources which the evaluators find relevant and useful.

3.4 The approach should include the following basic elements:

- i. identify, explain and hierarchise the objectives in terms of their intervention context and logic, their **relevance** to needs, and the intended **impact** of each;

- ii. identify all recorded impacts including unintended impacts or deadweight/ substitution effects;
- iii. assess how far the programme took account of gender, environment, human rights, capacity building and other **crosscutting issues**, on the one hand, and of co-ordination, complementarity and coherence aspects on the other;
- iv. assess **effectiveness** in terms of how far the intended results were achieved (including performance against indicators defined in Multi-annual programmes). Furthermore, to the extent that the interventions were effective, their **efficiency** in terms of how far funding, personnel, regulatory, administrative, time and other resource considerations contributed to or hindered the achievement of results;
- v. consider the programme's **sustainability**, that is an assessment of whether the results of the strategy can be maintained over time without sustained EU funding.

In the particular case of CARDS, it is important that particular attention should be given to the inter-relationship of regional and national interventions, including the assessment of impact of regional activities in a national setting.

4. The Evaluation Questions

The following questions, which reflect the Commission's principal fields of interest, should be addressed. However, on the basis of the structuring phase (see below), the consultants may propose changes to the evaluation questions (cancel some or add new questions if necessary in order to evaluate all the effects implied within the objectives set out by the European Commission). After validation by the Steering Group, no more than twelve Evaluation Questions in total should be retained.

4.1 **Group 1: Programme design and partnership, the place of the European Commission**

1. To what extent was the design of regional and country programmes³ and annual action programmes under CARDS sensitive to the specific needs of partner countries as well as to their commitment and state of progress towards the higher objectives of the stabilisation and association process?

Coverage includes:

** The degree to which programmes were designed in a manner relevant to the needs and problems identified in partner countries, including those of an institutional nature, and consistent with national strategies*

** Coherence and logic linking multi-annual and annual programmes: establishment of appropriate objectives at each level*

** Relationship between design of Regional and Country programmes and the intended complementarity between these two levels (including obtaining of efficiencies through a regional approach)*

** Links established between sectors, establishing a clear place for each in the overall strategy of securing peace and stability, economic development and the perspective of integration into the EU*

** Evolution in the style and manner of dialogue with the partners (effectiveness of consultation processes), concerning both programme definition and implementation, with the definition of an appropriate and feasible role for different partners, including non-governmental stakeholders and local authorities*

** The contribution of programme design to social development, with particular reference to poverty reduction, gender equality, education, teaching and training and environmental rehabilitation*

** The degree to which Commission programmes sought to address the needs of non-governmental stakeholders, including civil society and marginalised groups and to involve them in ongoing dialogue*

** The quality and character of data used in decision making; follow-up to evaluation and monitoring reports, learning from the past; appraisal activities and the definition of indicators to measure progress*

** Appropriateness of the coverage of monitoring and evaluation in the CARDS Regulation and in regional and national programmes – this would include assessment of alternative options for monitoring and evaluation in the future*

2. To what extent has a clearly defined role been established for the European Commission through the design and execution of measures under CARDS, giving it a distinct presence with added value within the broad constellation of donors and actors?

Coverage includes:

** Co-ordination with Member States, other bilateral donors and international organisations (including IFIs and UNMIK, UNHCR, NATO, OSCE, Council of Europe, World Bank, EBRD, EIB, CoE Development Bank etc)*

³ RSPs, CSPs and MIPs/RIPs

* *The mandate given to the Commission and the World Bank to co-ordinate financial assistance to South-east Europe (donor conferences etc) etc)*

* *The degree to which CARDS measures are complementary to regional cooperation mechanisms*

* *Visibility issues.*

Group 2: Human rights, democratic stabilisation and governance, civil society

3. How far have Commission-supported measures under CARDS contributed to the protection of minority rights, the establishment of sustainable democracy and the rule of law, and the secure return of refugees?

Coverage includes:

* *Democratic stabilisation measures in regional and national programmes*

* *Promotion of civil society*

* *Complementarity between CARDS measures and those undertaken within the European Initiative for Human Rights and Democracy*

* *Support for Justice and Home Affairs*

* *Management of international borders*

* *Transition from humanitarian relief to rehabilitation in the case of refugee populations*

* *Conflict sensitivity*

* *Success in establishing (in agreement with national authorities) operational benchmarks and indicators of impact against objectives in these sectors (once implementation is achieved)*

4. How far have Commission-supported measures in the field of institution building contributed to the development of sufficient capacity to implement the stabilisation and association process, and to ensure co-operation between state institutions?

Coverage includes:

* *Assessment of institutional capacity and needs*

* *Sequencing of institution strengthening, legislative activities and programme interventions*

* *Legislative development: progress towards the EU acquis*

* *Success in establishing (in agreement with national authorities) operational benchmarks and indicators of impact against objectives in these sectors (once implementation is achieved)*

Group 3: Regional Co-operation, Economic Development and Trade

5. To what extent have measures supported by the Commission under CARDS, in partnership with other interventions (macro-financial assistance and autonomous trade measures), contributed to structural reform in the interest of economic growth, and supported the development of bilateral and multilateral trade?

Coverage includes:

* *Co-ordination of economic and financial assistance and balance of payment support*

* *Conditions applying to macrofinancial support*

* *Asymmetric trade liberalisation*

* *Different context of individual countries in the multilateral trading system (and appropriateness of measures to assist trade development)*

* *Labour market measures, including vocational education and training*

- * *Support to SMEs*
- * *Impact of economic transition on disadvantaged populations*
- * *Success in establishing (in agreement with national authorities) operational benchmarks and indicators of impact against objectives in these sectors (once implementation is achieved)*

6. To what extent have CARDS-funded measures in the field of transport and energy been successful in developing regional solutions to identified problems, and in reintegrating the CARDS countries into the European infrastructure?

Coverage includes:

- * *Links to Trans-European Transport and Energy networks paying particular attention to the role of border management and to electricity*
- * *Progress towards EU acquis in quality and sustainability (interoperability, environment, pricing, health and safety, market access)*
- * *Improved use of existing infrastructure – traffic and border management, technical innovations*
- * *Success in establishing (in agreement with national authorities) operational benchmarks and indicators of impact against objectives in these sectors (once implementation is achieved)*

Group 4: Horizontal and cross-cutting issues

7. To what degree have Commission-funded activities taken account of sensitivity to social and environmental aspects which may have an impact on sustainability?

Coverage includes:

- * *Environmental impact assessment and observations: use and quality, application of polluter pays principle*
- * *Support to legislative approximation in the field of sustainable environmental management*
- * *Participation of minority groups and gender sensitivity in stakeholder dialogue and programme and project design*
- * *Civil society development supporting disenfranchised groups and allowing the articulation of social needs*
- * *The role of Commission-funded studies in informing investment decisions, including those of other donors such as the European Investment Bank*

Group 5: Partner commitment and long-term viability

8. To what extent has policy commitment from partner countries been secured so as to support the sustainability of regional and country strategies?

Coverage includes:

- * *The degree of commitment to reform in line with the approach outlined in strategic documents, for example as regards institutional restructuring, removing trade barriers, mutual recognition and democratic stabilisation*
- * *The recognition that achieving the higher objectives supported by CARDS and the stabilisation and association process entails commitments to sustained public expenditure and capacity-building, ensuring a reasonable share of national budgets and human resources*
- * *Leverage of funding through national co-operation*

** Conditionalities associated with the provision of assistance in order to protect respect for certain key principles (compliance with Dayton and Paris, ICTY, regional co-operation, respect for minorities, return of refugees etc)*

Group 6: Delivery mechanisms

9. To what extent has the choice of beneficiaries, funding instruments and donor co-ordination mechanisms (including EIB and EBRD) for Commission interventions facilitated progress towards the achievement of the specific objectives supported by CARDS?

Coverage includes:

** Different financial instruments (grants, interest rebates etc) and possibilities for leverage of alternative sources of funds*

** The role of the Commission in leading and co-ordinating other donors, and in triggering funds, and the measures taken to ensure complementarity with those donors*

** Measures to instil public awareness of the objectives and outcomes of assistance: dissemination of information by beneficiary countries and implementing agents*

** The degree to which project definition and appraisal activities are suited to ensuring that projects meet stated objectives and are sustainable in the continued delivery of key results. This includes an analysis of the degree and quality of use of key project management tools available to the Commission*

10. To what extent have the different models of implementation and delivery by the Commission of support under CARDS facilitated progress towards the achievement of objectives?

** Assessment of measures taken by different delivery agents to ensure consistency of operational objectives with higher objectives*

** Assessment of different delivery options (including for activities managed from Brussels) on the basis of efficiency and effectiveness, paying particular account to the role of the European Agency for Reconstruction, and the key advantages and disadvantages compared to alternative mechanisms. This should give rise to clear definition of best practice where possible, should explain the reasons why one mechanism is more or less effective in one area than another, and should set out concrete recommendations for extending good practice*

5. Evaluation Work Phases⁴

5.1. Desk Phase

Launching the evaluation and producing an Inception Note

Prior to embarking in the structuring phase of this study, members of the evaluation team will participate in a launch meeting with the Evaluation Unit. This meeting will be based on a *launch note*, which will set out briefly the team's understanding of the Terms of Reference, an indicative budget and the composition of the core team (with CVs). The launch meeting will be followed by the production of a more comprehensive *Inception Note*. In the inception note (which will take account of initial input from members of the steering group and key Commission stakeholders) the team leader will set out in full: (i) the team's understanding of the Terms of Reference, (ii) their proposed *general* approach to the work (methodology, scope, etc.), (iii) the proposed composition of the full evaluation team (with CVs), (iv) a budget proposal.

This Inception Note will be circulated to the Steering Group members for comments.

⁴ See annexe III of the framework contract number : B7-6510/2002/005

Structuring the Evaluation

Once the Inception Note has been circulated to the Steering Group and approved by the Evaluation Unit (after any agreed amendments have been made), the work will proceed with the *Structuring Stage* of the evaluation.

During this structuring stage, the evaluation team will hold exploratory meetings with the relevant Commission Services. If necessary, missions may be approved on an ad-hoc basis where this is justified to obtain data and material not held in Headquarters. The principal part of the work will be dedicated to the analysis of all relevant key documentation. This will cover recent and current Commission co-operation in the Western Balkans, including data on the pertinent Regulations, strategic documents and Instruments, and also key documentation produced by national and regional institutions and other donors.

With the information obtained, the consultants will work on the desk phase of the evaluation (leading to preparation of the *draft Desk Phase Report*). This phase involves presenting the intervention logic of the EC co-operation under CARDS, examining its key objectives and their order of priority, and assessing (a) their relation to need; (b) their intended impacts; (c) their logic, context and overall coherence, including the assumptions, conditionality and risks attached to each. The evaluation team should also consider constraints, hypotheses/assumptions and external influences as they appear from documentation and interviews, and furthermore the external coherence of the programmes (in relation to other EU policies, Country needs and policies, other donors, other geopolitical factors).

On the basis of this work, the consultants will set out their approach to addressing the **Evaluation Questions**. This involves:

- (i) Identifying, for each Evaluation Question, an appropriate **judgement criterion** (or criteria); and selecting relevant quantitative and qualitative **indicators** for each Judgement Criterion identified;
- (ii) Proposing suitable methods of **data and information collection** both in Brussels and in the field - additional literature, interviews both structured and unstructured, questionnaires, seminars or workshops, case studies, etc. - indicating any limitations and describing how the data should be cross-checked to validate the analysis;
- (iii) Presenting appropriate **methods of analysis** of the information and data collected, again indicating any limitations;
- (iv) Indicating the basis to be used for making the **judgements**, which should be directly related to the Judgement Criteria (set up during this first phase but adaptable should the field findings so dictate).

In order to test the approach proposed, the Evaluation Unit may propose, before the completion of the desk phase, a pilot field visit of short duration. This would focus on assessing the utility and content of, for example, structured interviews and surveys which are planned for use in the field phase.

At the conclusion of this work, the evaluation team will present to the Evaluation Unit a *Draft Desk Phase Report* (following the structure set out in Annex 3). This report should set out in full the results of this first phase of the evaluation. It should also detail the consultants' proposed approach and methodology for the upcoming *Field Phase*. This would include choice of tools (e.g. analytical grid for case studies, model for structured interviews, example of questionnaires, etc.), and final confirmation of the full composition of the evaluation team, including local consultants as appropriate. The analysis should include a proposed list of activities, projects and programmes for in-depth study in the field. The field mission should not start before the proposed approach and methodology have been approved by the Evaluation Unit.

After the Steering Group has discussed this Draft Report, the evaluation team will be given up to 10 working days to produce the *Final Desk Phase Report*.

5.2 Field Phase

Following satisfactory completion of the Desk Phase, the evaluation team will proceed to undertake the field mission, at the latest by 15 November 2003. The fieldwork, the duration of which shall be cleared with the Steering Group, shall be undertaken on the basis set out in the Final Desk Phase Report and agreed by the Steering Group and by the Delegations concerned, as well as the European Agency for Reconstruction. If during the course of the fieldwork any significant deviations from the agreed methodology or schedule are perceived as being necessary, these should be explained to the Steering Group through the Evaluation Unit.

At the conclusion of the field study the team may be asked to give a detailed *de-briefing in one or more CARDS countries* on their provisional findings. The team will then proceed to synthesise their findings and prepare the *Field Mission Report* for delivery to the Evaluation Unit. This report will be presented to, and debated within the Steering Group.

5.3 Final Report-Writing Phase

The Final Report (as well as previous notes and reports) will be drafted in English as this is the working language of the region. It will be structured as set out in Annex 3. As mentioned in § 4 of this Annex, the Final Report shall include, as well as an answer to each Evaluation Question, an ***overall assessment of the Commission's co-operation strategy and programming*** in the CARDS region.

The evaluation team will deliver a *Draft Final Report* to the Evaluation Unit. On acceptance, the report will be circulated for comments to the Steering Group which will convene to discuss it about 15 working days after circulation, in the presence of the evaluation team.

The evaluation team (or selected members) may, on the basis of the Draft Final Report, be asked to participate in a *Seminar, either in Brussels or in the field*, during which they will make a presentation to relevant stakeholders on the evaluation's preliminary findings, conclusions, and recommendations.

On the basis of comments received, the evaluation team will make the appropriate final amendments and submit their *Final Report* to the Evaluation Unit *within 10 working days* of the last meeting. The evaluators, whose independence is of paramount importance, may either accept or reject the comments made by the Steering Group members, Delegations, or other relevant stakeholders, but, in case of rejection, they shall motivate (in writing) their refusal and annex the relevant comments and their responses to the report.

The quality of the presentation of the Final Report (as well as previous reports and notes) must be very good. The *findings, analysis, conclusions* and *recommendations* should be thorough. They should reflect a methodical and thoughtful approach, and finally the link or sequence between them should be clear.

6. Dissemination and Follow-Up

After approval of the final report, the Evaluation Unit will proceed with the Dissemination of the results (conclusions and recommendations) contained within this Report. The Unit will: (i) make a formal *Judgement on the Quality* of the evaluation; (ii) draft a 2-page *Evaluation Summary*; (iii) circulate a *Fiche Contradictoire* for discussion with the relevant Services. The Quality Judgement, the summary, and the *Fiche Contradictoire* will all be published on the Evaluation Unit's Web-site alongside the Final Report.

7. Evaluation Team

This evaluation is to be carried out by a multi-disciplinary team with appropriate experience and expertise in at least the following fields: Justice and home affairs, trade, transport (in particular on border crossing and customs clearance), energy (in particular in electricity generation and institutional aspects of electricity distribution), environment, governance (including public administration reform), social development (including human rights and

refugee return), country and regional strategy analysis. Consultants should also possess an appropriate training and documented experience in the management of evaluations, as well as evaluation methods in field situations. The team should comprise consultants familiar with the main region to be covered, with at least one key team member having a substantial experience in the Western Balkans.

The Evaluation Unit recommends strongly that consultants from beneficiary countries be employed (particularly, but not only, during the Field Phase).

8. Timing and Budget

8.1 Calendar

The evaluation will start in April 2003 with completion of the Final Report scheduled for May 2004. The following is the *indicative* schedule:

<i>Evaluation's Phases and Stages</i>	<i>Notes and Reports</i>	<i>Dates</i>	<i>Meetings</i>	<i>Dates</i>
Desk Phase		Starts in April 2003		
Starting Stage	Launch Note	25 April	Launch Meeting (Evaluation Unit + Consultants)	Early May (Agreement of launch note)
	Inception Note	End-May	Steering Group meeting	Early June (agreement of inception note)
Structuring Stage				
Desk Study	Draft Desk Report	End-September	Steering Group Meeting	mid-October
	Final Desk Report	End-October		Beginning Nov (agreement of desk report)
Field Phase (exact timing to be discussed during structuring phase)		First set of missions from mid-November to mid-December 03		
		Second set of missions from mid-January to mid-February 2004		
	Draft Field Phase Report (from all missions)	mid-March 2004	Steering Group Meeting	End-March 2004
	Final Field Phase Report	mid-April		Mid-April (agreement of field phase report)
Final Report-Writing Phase	Draft Final Report	end-April	Steering Group Meeting	Early May
	Final Report	<i>end-May</i>		

9. Cost of the Evaluation and Payment Modalities

The cost of the evaluation will be established after discussion of the consultant's initial proposal in the launch note.

Payments arrangements will be as follows: 30% at the acceptance of Final Desk Phase Report; 50% at acceptance of Draft Final Report; 20% at acceptance of Final report.

The invoices will be sent to the Commission only after the Evaluation Unit confirms in writing the acceptance of the reports.

Annex 1: Key initial documentation for the evaluation

General:

http://europa.eu.int/comm/external_relations/see/index.htm

- provides background links on Commission assistance to South-east Europe and links to all key documentation concerning the Stabilisation and Association Process, CARDS and EAR regulations, country and regional documents and material on the European Agency for Reconstruction.
- Annual Report on EC Development Policy and Implementation of External Assistance 2002 (publication expected September 2003)
- Communication from the Commission to the Council and the EP on the Stabilisation and Association Process for countries of SEE - COM (1999)235
- Framework for the drafting of CSPs and MIPs - iQSG

SAP further documents:

Annual Reports on the Stabilisation and Association Process for South–East Europe: Reports from the Commission

CARDS Documents

http://europa.eu.int/comm/europeaid/index_en.htm (click on programmes and projects)

1. European Community CARDS programme - **Guidelines 2002-2006** - iQSG;
2. **Regional strategy** paper for CARDS 2002-2006;
3. **5 country strategy papers**;
4. **CARDS, OBNOVA, PHARE** and the **European Agency for Reconstruction Regulations**;
5. **Annual reports 2000** and **2001** from the Commission to the Council and the European Parliament on the EC development policy and the implementation of the external assistance (progress report on the community assistance, mentioned on article 12 of the same Regulation).

Albania:

- CSP+MIP
- CARDS annual programmes
- Delegation implementation reports
- Evaluation of EC assistance 1996-1999
- SAP report 2003 for overall context
- Deconcentration assessment report

Bosnia and Herzegovina:

- The General Framework Agreement for Peace in Bosnia and Herzegovina (a.k.a Dayton/Paris Accord) of 14/12/95
- Delegation implementation reports
- Country Strategy Paper for BiH 2002-2006 (including MIP 2002-2004)
- Stabilisation and Association Process Report for BiH 2003
- Annual CARDS programmes
- Deconcentration assessment report
(No general BiH CARDS evaluations have been made.)

Croatia:

- Delegation assistance implementation report
- Annual CARDS programmes
- Stabilisation and Association Agreement
- National Programme for the Integration of the Republic of Croatia into the European Union - 2003

- Evaluation of the Programme for the Return of Refugees and Internally Displaced Persons in Croatia (Global Partners)
- Monitoring Reports from External monitoring team (IBM Consultancy)
- Deconcentration assessment mission reports

FYROM:

- CSP and MIP
- SAA + Interim Agreement
- EAR quarterly reports to the European Parliament
- EAR Quarterly reports to the Commission
- EAR Annual Report to the European Parliament

FRY (Serbia/Montenegro) :
(to be supplied by DG RELEX)

Annual documents:

2001

1. ORDER FOR SERVICES FOR **CROATIA**;
2. ORDER FOR SERVICES - Bosnia and Herzegovina
3. ORDER FOR SERVICES - **FORMER YUGOSLAV REPUBLIC OF MACEDONIA**
4. Exceptional assistance to support the Framework Agreement - **FORMER YUGOSLAV REPUBLIC OF MACEDONIA**

2002

1. **CARDS REGIONAL ANNUAL ACTION PROGRAMME/FINANCING PROPOSAL**;
2. **CARDS 2002 FINANCING PROPOSAL FOR BOSNIA AND HERZEGOVINA**;
3. **CARDS 2002 FINANCING PROPOSAL FOR CROATIA**;
4. **FINANCING PROPOSAL FOR THE RUNNING COSTS OF THE EAR 2002 - Former Yugoslav Republic of Macedonia**;
5. **CARDS 2002 FINANCING PROPOSAL FOR ALBANIA**
6. **CARDS 2002 FINANCING PROPOSAL FOR FRY**;
7. **Tempus** Higher Education programme – TEMPUS assistance is included in the annual programmes, except in FRY 2001. The FRY 2001 TEMPUS has been supplied.

- Court of Auditors Reports on CARDS and the European Agency for Reconstruction.

NB The consultants will be asked to complement the documentation on this preliminary list after the first round of bilateral discussions with steering group members during the desk phase.

Annex 2: Outline Structure for the Reports

Outline Structure of the Desk Phase Final Report

- Part 1: Reconstruction of the hierarchy, logic, related assumptions and intended impacts of the ***objectives of the EC's interventions*** under CARDS
- Part 2: Presentation of the ***key evaluation questions, judgement criteria*** and associated ***indicators***.
- Part 3: ***Analysis of the information and data*** available at the end of the first phase and indications of any missing data, so as to inform the work plan for the field phase.
- Part 4: Proposed ***field phase methodology*** (methods of enquiry, data collection and sampling, &c vis-à-vis the information sought).
- Part 5: Proposed ***analysis methodology*** based on sound and recognised methods used for evaluation.

ANNEX 3

Outline Structure of the Final Evaluation Report

Length: The overall length of the final evaluation report should not be greater than 50 pages (including the executive summary). Additional information on overall context, programme or aspects of methodology and analysis should be confined to annexes (which however should be restricted to the important information).

1. Executive Summary

Length: 5 pages maximum

This executive summary must produce the following information:

- 1.1 – Purpose of the evaluation;
- 1.2 – Background to the evaluation;
- 1.3 – Methodology;
- 1.4 – Analysis and main findings for each Evaluative Question; short overall assessment;
- 1.5 – Main conclusions;*
- 1.6 – Main recommendations.*

** Conclusions and recommendations must be ranked and prioritised according to their relevance to the evaluation and their importance, and they should also be cross-referenced back to the key findings. Length-wise, the parts dedicated to the conclusions and recommendations should represent about 40 % of the executive summary*

2. Introduction

Length: 5 pages

- 2.1. Synthesis of the Commission's Strategy and Programmes: their objectives, how they are prioritised and ordered, their logic both *internally* (ie. the existence – or not – of a logical link between the EC policies and instruments and expected impacts) and *externally* (ie. Within the context of the needs of the countries government policies, and the programmes of other donors); the implicit assumptions and risk factors; the intended impacts of the Commission's interventions.*
- 2.2. Context: brief analysis of the political, economic, social and cultural dimensions, as well as the needs, potential for and main constraints.*
- 2.3. Purpose of the Evaluation: presentation of the evaluative questions

** Only the main points of these sections should be developed within the report. More detailed treatment should be confined to annexes*

3. Methodology

Length: 10 pages

In order to answer the evaluative questions a number of methodological instruments must be presented by the consultants:

- 3.1. Judgement Criteria: which should have been selected (for each Evaluation Question) and agreed upon by the steering group;
- 3.2. Indicators: attached to each judgement criterion. This in turn will determine the scope and methods of data collection;
- 3.3. Data and Information Collection: can consist of literature review, interviews, questionnaires, case studies, etc. The consultants will indicate any limitations and will describe how the data should be cross-checked to validate the analysis.
- 3.4. Methods of Analysis: of the data and information obtained for each Evaluation Question (again indicating any eventual limitations);
- 3.5. Methods of Judgement

4. Main Findings and Analysis

Length: 20 to 30 pages

- 4.1. Answers to each Evaluative Question, indicating findings and conclusions for each;
- 4.2. Overall assessment of the EC Strategy. This assessment should cover:
 - Relevance to needs and overall context, including development priorities and co-ordination with other donors;
 - Actual Impacts: established, compared to intended impacts, as well as unforeseen impacts or deadweight/substitution effects;
 - Effectiveness in terms of how far the intended results were achieved:
 - Efficiency: in terms of how far funding, personnel, regulatory, administrative, time and other resource considerations contributed or hindered the achievement of results;
 - Sustainability: whether the results can be maintained over time.

5. A Full Set of Conclusions and Recommendations

Length: 10 pages

A Full set of Conclusions* and Recommendations* (i) for each evaluation question; (ii) as an overall judgement. (As an introduction to this chapter a short mention of the main objectives of the country programmes and whether they have been achieved)

**All conclusions should be cross-referenced back by paragraph to the appropriate findings. Recommendations must be ranked and prioritised according to their relevance and importance to the purpose of the evaluation (also they shall be cross-referenced back by paragraph to the appropriate conclusions).*

2. LIST OF PEOPLE MET

List of members of the Steering Group

AVRAMOVIC, Predrag	JAI Coordinator, Asylum & Migration CARDS, EuropeAid/A3 Institutional Support
BALZARRO, Giorgio	Coordinator for Transport Regional Studies, EuropeAid/A4 Infrastructure
BERLANGA MARTINEZ, Nicolás	Programming and Strategic Planning, DG DEV/A1
CARPENTER, Douglas	Chairman of the Steering Group, EuropeAid Evaluation Unit
CHAMBEL FIGUEREIDO, Alexandra	EuropeAid Evaluation Unit
DOYLE, Michael	Head of Programming and Quality Assurance, EAR
HÄYRINEN, Noora	Albania Desk, DG RELEX/D3
LATORRE ZACARES, Ana Rosa	DG BUDGET/B5, Evaluation
RUIZ CALAVERA, Genoveva	Deputy Head of Unit, DG RELEX
SCHLEUNING, Stefan	Coordinator for Monitoring & Evaluation Capacity, EuropeAid/A2
TORRES LACASA, José Antonio	Deputy Head of Unit, Horizontal Matters, DG RELEX/D1

List of persons met in headquarters

ALVIN, Helena	Western Balkans desk, DG JAI/B4 External Relations & Enlargement
APPEL, Stefan	Croatia and Kosovo Desk, DG ECFIN/D4 International Matters Mediterranean and Western Balkan Countries
AVRAMOVIC, Predrag	JAI Coordinator, Asylum & Migration CARDS, EuropeAid/A3 Institutional Support
BALZARRO, Giorgio	Coordinator for Transport Regional Studies, EuropeAid/A4 Infrastructures
BAUT, Pierre	Albania Desk, DG ECFIN/D4 International Matters Mediterranean and Western Balkan Countries
BODIN, Olivier	Joint EC-WB Office for South East Europe
BRAMWELL, Anna	Task Manager Environment, EuropeAid/A4 Energy, Transport and Infrastructures
DALY, David	Head of Unit, DG RELEX/D3 Albania, Bosnia and Herzegovina, Croatia & the former Yugoslav Republic of Macedonia
DI MAURO, Francesca	Bosnia and Herzegovina Desk, DG ECFIN/D4 International Matters, Mediterranean and Western Balkan Countries
FALKENBERG-AMBROSIO, Carmen	Coordinator for Kosovo, the former Yugoslav Republic of Macedonia, Croatia and EAR, EuropeAid/A1 Geographical Coordination Unit
HÄGSTROM, Camilla	Task Manager IBM Western Balkans & Western NIS
HÄYRINEN, Noora	Albania Desk, DG RELEX/D3
LANGEDIJK, Sven	Serbia and Montenegro Desk, DG RELEX/D2
LAPPRAND, Dominique	Border Police Desk, DG RELEX/D1
MECHATI, Stéphane	JAI Advisor, Judiciary & Good Governance Coordinator, EuropeAid/A3 Institutional Support
MINGARELLI, Hugues	Director for TACIS, DG RELEX/E (Former Director of EAR)
MURPHY, Andrew	Balkans Region Desk, DG Environment
NILSSON, Lars	Trade Expert, DG RELEX/D1
PAQUET, Patrick	Stability Pact Correspondent, DG RELEX/D1
PAVRET DE LA	Deputy Head of Unit, DG ECFIN/D4 International Matters

ROCHEFORDIÈRE, Christophe	Mediterranean and Western Balkan Countries
PERETTI, Michel	Head of Unit, DG RELEX/D1 Horizontal Matters
RUMBOLD, Clive	Bosnia and Herzegovina Desk, DG RELEX/D3
RUIZ CALAVERA, Genoveva	Deputy Head of Unit, DG RELEX/D2 FRY
SCHLEUNING, Stefan	Coordinator for Monitoring & Evaluation Capacity, EuropeAid/A2
SCHOOF, Hans	Task Manager for Relations with IFI's –EIB/EBRD-, Structural Reform, EuropeAid/A2
SOBIESKI, Thérèse	Head of Unit, DG RELEX/D2 FRY
TORRES LACASA, José Antonio	Cards Regional, DG RELEX/D1
VON HANDEL, Thomas	Croatia Desk, DG RELEX/D3

List of persons met during field visits

Field visit to Skopje (the former Yugoslav Republic of Macedonia), 8-12 December 2003

Team Leader: Enzo CAPUTO

EAR	ALI, Elvis	Task Manager, Civil Society and Social Cohesion (including VET)
	BULLING, Jutta	Programme Manager, Civil Society and Social Cohesion (including VET)
	GIUGLARIS, Daniel	Head of Centre
	KOSTOVSKA, Daniela	Task Manager, Programming
	LIVA, Francesco	Monitoring Officer, Operations Unit
	MIHAJLOVSKA, Melita	Task Manager, Monitoring
	TURNER, Paul	Programming and External Coordinator, Operations Unit
Government Authorities	SEKERINSKA, Radmila	Deputy to the Prime Minister
	TILEV, Dragan	Head of Sector for European Integration
EC Delegation	CHIARINI, Donato	Head of Delegation
	SARACINI, Nafi	Advisor, Civil Society
EU SR Office	BROUHNS, Alexis	EU Special Representative
Non-EU Donors	BLOEMENKAMP, Sandra	Country Representative, World Bank Office
	GOLDMAN, Dick	USAID Office
	HARGITAI, Zsuzanna	Head of Office, EBRD

Stabilisation and Association Process (SAP) Workshop	ANGELOVSKA BEZOSKA, Anita	State Secretary, Ministry of Finance
	ARSOVA, Tania	Head of European Integration Department, Ministry of Finance
	BOGATINOVSKA, Aneta	Director of Anti-money laundering, Ministry of Finance
	BOJCEVSKI, Branko	Director of Bureau for Public Security, Ministry of Interior
	DZERKOVSKA, Nadica	Head of European Integration Unit, Ministry of Agriculture Forestry and Water Economy
	FERATI, Resat	Mayor of Aracinovo
	IVANOVA, Jadranka	Head of Legal Department, Ministry of Environment
	JAKIMOVSKA, Irena	Head of Patent Section, Industrial Property Protection Office, Ministry of Economy
	JANEVSKI, Aco	State Secretary, Ministry of Labour and Social Policy
	JOVANOVSKI, Ljubisa	Head of Housing Department, Ministry of Transport and Communications
	KOZUHAROVA, Gordana	Acting Head of European Integration Department, Ministry of Environment
	PENOVA, Nada	State Councilor, Ministry of Justice
	PEPELNICKA, Vera	State Councilor, Ministry of Economy
	PETRUSEV, Georgi	State Secretary, Ministry of Economy
	PIGANOSKI, Saso	Mayor of Prilep
	SOJMENOVIC, Mile	Director of National Bureau of Employment, Ministry of Labour and Social Policy
	STOJANOVSKI, Trpe	Assistant, Ministry of Interior
	STOJKOSKA, Mihaela	Assistant Head of Department, Ministry of Local Self-Government
	STOJKOVSKI, Blagoja	Head of Asylum and Migration Department, Ministry of Interior
	STOJKOVSKI, Blagoja	Deputy General Manager, Electric Power Supply Company
TILEV, Dragan	Head of Sector for European Integration	

	ZDRAVEVA, Biljana	CARDS Coordinator, Ministry of Transport and Communications
Civil Society Workshop	ANDREEVA, Iskra	Foundation Open Society Institute – Macedonia
	ANDREEVSKI, Ivan	Association of Journalist
	CIPUSEVA, Kornelija	European Centre for Common Ground
	DIMOVA, Lidija	Macedonian Centre for European Training
	DIMOVSKI, Ljubomir	CARE – Netherlands
	IVANOVA, Melita	Foundation Open Society Institute – Macedonia
	IVANOVSKI, Boran	CARE – Netherlands
	JOVANOVSКИ, Drage	Trade Union
	KAMBEROVSKA, Dilbera	Roma Women’s Association
	KASAPI, Drito	Children’s Theatre Centre
	KLEKOVSKI, Saso	MCIC
	KUSAKATOVA, Ema	CRIC
	LAZAREVSKI, Pande	Institute for Sociological, Political & Juridical Research
	MANCEVA, Snezana	Sector for European Integration
	MARANA, Antigone	European Perspective
	MILCIN, Vladimir	Foundation Open Society Institute – Macedonia
	MUSLI, Susanna	Turkish Women’s Association ‘Derja’
	NAJCEVSKA, Mirjana	Helsinki Committee for Human Rights
	PATCEVA ANDOVA, Afrodita	Chamber of Commerce
	PESEVA, Biljana	Association Suna
	PETROVSKA-BESKA, Violeta	Center for Human Rights & Conflict Resolution
	SAZDOVSKA, Suncica	MCIC
	SELIMI, Nurije	Perspectiva
	SPASENOVSKI, Dimitar	Danish Refugee Council
STOJKOVSKI, Zoran	ISC	
WIGAND, Roman	CRIC	
ZMIJANAC, Dragi	1st Children Embassy Megjashi	
Subprogram meeting - Minorities and Refugees	DIMOVSKI, Vlado	Secretary General, Centre for Interethnic Tolerance and Refugees
	ERKAN, Balazi	Student from the Law Faculty – Skopje
	FADIL, Leskovica	Parent from the Action for Citizenship through theatre project
	IVANOVSKI, Boran	Project Manager, CARE- Netherlands
	JACIMOVİK, Gordana	Parent from the Action for Citizenship through theatre project
	JASAREVSKI, Ahmet	President, DROM
	KOSTAROVA UNKOVSKA, Lina	Consultant
	MISSINI, Suad	Executive Director, Civil Society Resource Center
	PRUTHI, Xhevahire	Project Coordinator, Nansen Dialogue Centre
	SARACINI, Nafi	EC Delegation
	SHAKIRI, Hajri	Chief of Cabinet of the Deputy Prime Minister
	SITI, Paitim	President, Permaculture and Peace Building Center
	SKENDERI, Samet	Head of Sector, Mesecina
	TOMIC, Ljubica	Student from the SEE University – Tetovo
	TUNEVA-PAUNOVSKA, Suzana	Senior Programme Officer, IFRC
	TUSHI, Bardulj	Chief of the Minister’s Cabinet, Ministry of Education and Science
	VASILEV, Vlado	Associate Programme Officer, UNHCR
	VERMA, Sunoor	Regional Representative, European Centre for Minority Issues
	ZENKU, Vulnet	President, Multikultura

Subprogram meeting – Border Management	KITCHEN, Colin	Head of Anti-Suggling Support, CAFAO-MAK
	JANOSKI, Ilija	International Affairs Manager, Customs Administration
	JOVANOVSKI, Zoran (General)	Deputy Director Bureau for Public Security, Ministry of Interior
	MARAGOS, Vassilis	EC Delegation
	RUSCH, Wolfgang	Team Leader Technical Assistance to IBM project
EU Member States Workshop	BUJON – BARRE, Veronique	Embassy of France
	EDGAR, George	Embassy of United Kingdom
	HINDRICHSEN, Irene	Embassy of the Republic of Germany
	MARINI, Giorgio	Embassy of the Republic of Italy
	PALO, Annika	Swedish International Development Agency
	STRUIJF, Margriet	Royal Netherlands Embassy

Field visit to Pristina (Kosovo), 8-12 December 2003

Team Leader: Walter PFLUGER

EAR	BROWN, Alan	Programme Manager, Water and Environment
	BYRNE, Michael	Coordination Officer, Programming and Quality Assurance, Operations Unit
	GUELE, Thierry Bernard	Head of Centre
	HAYES, Odran	Operations Coordinator, Quality Assurance
	WALSH, Mary	Programme Manager, Returns and Minority Issues
	ZINK, Richard	Director of EAR
Government Authorities	DACI, Nexhat	President of the Assembly of Kosovo
UNMIK/Pillar IV	SORENSEN, Peter	Director of the European Office and Acting Deputy DSRSG, United Nations Mission in Kosovo
Non-EU Donors	BEQAJ, Besim	Kosovo's representative to the Stability Pact
	BOOTH, Nick	Senior Advisor to the DSRSG
	BOUBACAR, Sidi	World Bank representative in Kosovo
	CADY, Jean-Christian	DSRSG, UNMIK Pillar I
	HUSSEIN, Shehada	IMF Resident Representative
	PFEIFFER, Dale	USAID

Subprogram meeting – Water Supply and Solid Waste Management	ALMQVIST, Lennart	EAR, Evaluation Unit
	BEGOLLI, Baton	Ministry of Environment and Spatial Planning, Head of Water Dept
	BEKTASHI, Agron	EAR, Task Manager
	BROWN, Alan	EAR, Programme Manager
	HORN, Kevin	Consultant on EAR project in water sector, Bristol Water
	HURUGLICA, Ganimete	KfW Representative
	KASTRATI, Azem	Director of SHUKOS (Association of water utilities Kosovo)
	LACEY, Richard	Deputy Head of the Central Regulatory Unit
	RADONICI, Perparim	Director of PAMKOS (Association of waste utilities Kosovo)
Subprogram meeting – Enterprise Development	RUTHERFORD, Sam	Head of water, solid waste and irrigation, Kosovo Trust Agency
	AHMETI, Skendër	Ministry of Trade and Industry
	BRANGER, Donat	Banking and Payments Authority
	DESKU, Atdhe	Contractor
	PHILPOTT, Dan	EAR Programme Manager
	RUBIN, Nathalie	International Organisation for Migration
	SZEKERES, Szabolcs	Kosovo Trust Agency

	TASKIN, Cem	Micro-Enterprise Bank
	XËRXA, Ardian	Regional Enterprise Agency
	WITTKOWSKY, Andreas	EU Pillar
EU Member States Workshop	BAS BACKER, Peter	Head of Office, Royal Netherlands Embassy
	DAVIS, Craig	Head of Office, Embassy of United Kingdom, DFID
	HALILOVIC, Larisa	Embassy of the Republic of Germany
	HERNMARCK, Karin	Head of Mission, Swedish International Development Agency
	KRUSCHKE, Stefan	Deputy Head of Mission, Embassy of the Republic of Germany
	LAMANEN, Marku	Head of Office, Embassy of Finland
	MADSEN, Anne Maria	Deputy Head of Office, Embassy of Denmark
	RATIER, Daniel	Deputy Head of Office, Embassy of France
Civil Society Workshop	AGUSHI, Shpresa	Kosovo Civil Society Foundation (NGO umbrella organisation)
	ARNI, Suzi	Kosovo Civil Society Foundation (NGO umbrella organisation)
	CAHANI, Liridon	Radio Television Kosovo (public broadcaster)
	DRAGIDELLA, Hivzi	Chamber of Commerce
	FETIU, Arta	Kosovo Chamber of Advocates
	JOVIC, Svetlana	UNMIK Pillar II, Community Affairs
	KAPETANOVIC, Radmila	NGO (name unknown)
	KONTOGEORGOS, Tomas	European Perspective (NGO)
	KUSARI, Mirlinda	SHERA
	LUSHTA, Nesrin	Kosovo Judicial Institute
	MEDIC, Nevenka	NGO Jelenaanzuljka
	MTAISI, Thomas	UNMIK NGO Liaison Unit
	ORF, Ewald	Independent Media Commission – OSCE
	RUBIN, Nathalie	International Organisation for Migration
	SHKODRA, Zeqir	BSPK (Trade Union)
	SHLAKU, Luan	Open Society Foundation
	VAI, Laura	OSCE
VOLKNER, Karin	Council of Europe	
Workshop with UNMIK-PISG counterparts	ACDA, Paul	UNMIK Customs
	DEDA, Ilir	Advisor to Prime Minister, Prime Minister's Office, PIO
	FRIEBERG, Michaela	European Office
	HAZIRI, Lutfi	President of the Association of Kosovo Municipalities
	IBRA, Menderez	Permanent Secretary, Ministry of Agriculture and Rural Economy
	IVES, Mike	UNMIK Pillar IV
	MUHARREMI, Robert	Former contractor OPM and Assembly projects
	PACKER, Alan	Contractor
	SEFAJ, Sefedin	Ministry of Finance and Economy: Permanent Secretary
	TONUZI, Agim	Donor Coordination Officer
	TUMMERS, Lars	Advisor to PM, Prime Ministers Office, PIO
	VERTOPI, Fitim	Public Procurement Regulatory Body
	DE VRIEZE, Franklin	Assembly Support Initiative (OSCE)
WEBER, Carsten	OSCE	

Field visit to Sarajevo (Bosnia and Herzegovina), 2-6 February 2004**Team Leader: Enzo CAPUTO**

EC Delegation	BEVANDA, Mladen	Task Manager, Return Sector
	DAVIDDI, Renzo	Economic and Political Department
	HODZIC-ZIJADIC, Normela	Operations Sector
	HUMPHREYS, Michael B.	Head of Delegation
	HUPIN, Alexis	Task Manager, Coordinator
	KADRIC, Emina	Task Manager, Economy Sector
	LYS, André	Head of Operations
	PRIESTLEY, Mark	Task Manager, Economy Sector
	RÖPKE, Alexander	First Counsellor, Head of Contract and Finance
	SCHROEDER, Holger	Deputy Head of Operations
	SCIALLA, Paolo	Task Manager, Return Sector
SIMOSAS, Stefan	Economic and Political Department	
STOCKDALE, Robert	Senior Coordination Manager, Operations Sector	
Office of High Representative	LLEWELYN, Edward	Head of Political Department
Non-EU Donors	BERNASCONI, Jean-Luc	Country Economist, World Bank
	VENANCIO, Moises	Deputy Resident Representative, UNDP
	YAYIKOGLU, Aygen	Head of Office, EBRD

Stabilisation and Association Process (SAP) Workshop	ČOLAK, Barisa	Minister, Ministry of Security
	DOKIĆ, Branko	Minister, Ministry of Communications and Transportation
	DOKO, Dragan	Minister, Ministry of Foreign Trade and Economic Relations
	FINCI, Jakob	Director, Agency for Civil Servants
	HADŽIPAŠIĆ, Ahmet	Prime Minister, F BiH Government
	HALILOVIĆ, Safet	Minister, Ministry of Civil Affairs
	IVANIĆ, Mladen	Minister, Ministry of Foreign Affairs
	KEBO, Mirsad	Minister, Ministry of Human Rights and Refugees
	KOVAČ, Slobodan	Minister, Ministry of Justice
	LEHO, Fatima	Common Committee for European Integration, Parliamentary Assembly
	MARIĆ, Ljerka	Minister, Ministry of Finance and Treasury of BiH Institutions
	MIKEREVIĆ, Dragan	Prime Minister, RS Government
	TERZIĆ, Adnan	Chairman, Council of Ministers
Civil Society Workshop	BADE, Claudie	Country Programme Coordinator (B. Luka), World Vision
	BIRCHMORE, Sue	National Director, World Vision
	BOJADZIC, Elmir	Director, Arbeiter Samariter Bund
	CAMPBELL, Shon	Save the Children UK
	DINEK, Marijana	Director, Foundation BiH Women Initiative
	GARNETT, Robert	UMCOR
	JAHIĆ, Edin	Coordinator, TEMPUS Office BiH
	JAŠAREVIC, Suzana	Head of Mission, Hilfswerk Austria
	MITTASCH, Steffen	CARDS Programme Manager (B. Luka), World Vision
	VUCIC, Dusko	International Orthodox Christian Charities - IOCC
	WOLFE, Tina	International Orthodox Christian Charities – IOCC
	ZUKIĆ, Merhunisa	President, Union of Associations for Refugees and IDPs in BiH
	ZULIM, Tomislav	Country Representative (Director), Danish Refugee Council – DRC

Subprogram meeting - Return of Refugees	ANĐELOVIĆ, Ivo	Chief of Department, Department for Refugees, IDPs and Housing Matters, District of Brčko
	BAOTIĆ, Marijan	Assistant to the Minister for the Asylum and Migration Sector, Ministry of Security
	BOJADZIC, Elmir	Programme Manager, Arbeiter Samariter Bund
	DIANA, Massimo	SUTRA Project, UNDP
	GAVRAN, Dušan	Director, MAC Centre for Mines Removal in BiH
	JANZ, Udo	United Nations High Commissioner for Refugees
	JAŠAREVIC, Suzana	Head of Mission, Hilfswerk Austria
	MUŠIĆ, Edin	Minister, Ministry for Refugees and IDPs
	NENADIĆ, Mario	Assistant to the Minister, Ministry for Human Rights and Refugees
	PRINS, Margriet	Office of the High Representative, Reconstruction and Return Task Force
	RIDJANOVIĆ, Lejla	United Nations High Commissioner for Refugees
	SAMARDŽIĆ, Jasmin	Minister, Ministry for Refugees and IDPs
	TIHIĆ, Alija	Director, FbiH Office for Civil Protection
	TUPAJIĆ, Dragan	Director, RS Republican Office for Civil Protection
	VENANCIO, Moises	SUTRA Project, Deputy Resident Representative UNDP
	VIRCHMORE, Sue	World Vision
	ZUKIĆ, Merhunisa	President, Union of Associations for Refugees and IDPs in BiH
ZULIM, Tomislav	Country Representative (Director), Danish Refugee Council – DRC	
Subprogram meeting – Economic Regeneration	BUKIĆ, Amor	Main Prosecutor, DB Prosecutor Office
	ČENGIĆ, Ibro	Senior Expert, Ministry of Foreign Trade and Economic Relations
	CERO, Mehmed	Assistant to the Minister for Environment, Ministry of Spatial Decoration and Environment
	ENNIS, Gerard	Team Leader, EU RED Project
	ERIKOJA, Jan	Chairman, High Judicial and Prosecutorial Council
	HAJRIĆ, Mirza	Director, Foreign Investments Promotion Agency
	JAKŠIĆ, Borislav	Assistant Minister for Ecology, Ministry of Urbanism, Housing/Communal Matters, Construction and Ecology
	JURČEVIĆ, Marinko	Main Prosecutor, F BiH Prosecutor Office
	KNEŽEVIĆ, Zdravko	Main Prosecutor, F BiH Prosecutor Office
	MUJKANOVIĆ, Zekerija	Main Prosecutor, DB Prosecutor Office
	MULIĆ, Denis	Director, Sarajevo Region Development Agency
	PERIĆ, Robert	Director, State Border Service
	RADOVANOVIĆ, Milka	Assistant for Project Development
	RATKOVICA, Đorđe	Director, Directorate for Civil Protection
	RUDEŽ, Mladen	Chief of Dept. for Protection of Air, Water, Soil and Waste Management, Ministry for Spatial Decoration and Environment
TADIĆ, Mato	President, BiH Constitutional Court	
EU Member States Workshop	D'ARCANGELO, Roberta	Embassy of Italy
	ELDING, Bo	Head of Mission, Swedish International Development Agency
	GARDAVAUD, Catherine	Economic and Commercial Counsellor, Embassy of France
	HÄBERLE, Margit	Embassy of Germany
	HANSEN, Steen Malthe	First Secretary, Embassy of Denmark
	JARAMILLO BLASCO, Ruth	Project Manager, AECL, Embassy of Spain
	KONRARINI, Maria	Embassy of Greece
	NEGRO, Valerio	Second Secretary, Embassy of Italy
THIELMANN, Gerd	Deputy Police Commissioner, EU Police Mission	

	WERNIER, Michael	Embassy of Austria
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Field visit to Tirana (Albania), 9-13 February 2004**Team Leader: Walter PFLUGER**

EC Delegation	EVANS, Gavin	Head of Operations
	FRONTONI, Alessandra	SAP Advisor
	ILIRIANI, Arben	Project Manager, Education
	KELLY, Una	SAP Advisor
	KORRA, Llazar	Project Manager, Agriculture
	NELSON, Robert	Head of Operations
	ONORATO, Marta	Project Manager, Justice
	RICCIARDI, Anna	Project Manager, Trade
	SALZMANN, Lutz	Head of Delegation
	SPYROPOULOS, Ioannis	Project Manager, Local Community Development
	TASSO VILALLONGA, Joaquín	Head of Justice and Home Affairs Sector
Government Authorities	KUKO, Valbona	Director of the Dept. of Integration, Ministry of State for European Integration
Non-EU Donors	CHRISTENSEN, Olav Rex	Deputy Head of mission, World Bank
	KOSTALLARI, Lorena	Operations Officer, World Bank
	SAGYNBAEVA, Evzira	Deputy Resident Representative, UNDP
Stabilisation and Association Process (SAP) Workshop	BAKO, Alma	Ministry of Environment
	BUNDO, Fatos	PIU Director, Ministry of Justice
	DIDA, Bujar	Ministry of Education and Science
	DYRMISHI, Ariana	Advisor, Ministry of Integration
	FULLANI, Arianna	School of Magistrate
	HOTI, Arben	Consumer Protection Department, Ministry of Economy
	KATROSHI, Enkelejda	Ministry of Public Order
	LAKRORI, Jeta	Ministry of Health
	MOKA, Gani	Ministry of Agriculture
	NATI, Arben	General Directory of Standardisation
	SHEHI, Erion	Department of Public Administration
	WALKER, Victoria	EU Monitoring Mission
	ZEJNATI, Olit	Ministry of Integration
Civil Society Workshop	BALLAURI, Elsa	Albanian Human Rights Group (AHRG)
	ÇALA, Arian	Tjeter VIZION
	GAJO RUSI, Mirlinda	Project Director Centre for Research and Development
	HODAJ, Fatos	Executive Director Albanian Association of Municipalities (AAM)
	HODO, Elvira	Children Human Rights Centre of Albania (CRCA) IRCCRA
	HOXHA, Albert	Institute for Democracy and Mediation
	MAZNIKU, Arbjan	Executive Producer MJAFIT
	MEROLLO, Roberto	Centro Sociale Murialdo
	MULLIS, John	CORD/ZOA Albania
	PAPADHOPULLI, Arben	General Director Pine`s Street Foundation
	PRIFTI, Skerdi	Aksion Plus
	RECI, Elida	Director Public-Private finance Institute
	SHTJEFNI, Vera	Women Advocacy Centre (WAC)
TYLER, Mike	Director Pro Agricultura Project	
Subprogram meeting –	DERVISHI, Ylli	PMU Director, ADF
	GJECI, Grigor	Director, Agriculture PMU

Economic and Social Development	KANINA, Ilir	Director of Consumer Protection Department, Ministry of Economy
	KONINI, Maksim	Ministry of Education and Science
	LASKU, Gavril	Executive Director, SME Development Agency
	LUKAJ, Robert	Director of Finance Department for CARDS Programme
	MITROJORGJI, Maksim	Executive Director, ADF
	MOLLA, Arben	Director, Directory of Agriculture Programmes, Ministry of Agriculture
	XHELILI, Muharrem	Ministry of Labour and Social Affairs
Subprogram meeting – Justice and Home Affairs	BRAHA, Arben	AMAE
	BUNDO, Fatos	CARDS Coordinator, Ministry of Justice
	DADE, Shyqyri	Head of Economic Directorate, Ministry of Public Order
Contractors Meeting	BARRAGÁN, Guillermo	ICITAP (partners for the Information System of the Albanian State Police)
	HATZIS, Nikolas	Border Management Coordinator, PAMECA
	HERZER, Adolf	SA Adviser, Reform Remand Prisoners System (Twinning)
	IBRAHIMI, Alba	IV Joint Programme with the Council of Europe
	MOLAK, Jiri	Project Team Leader & Key Expert Certification
	SCHMIDT, Klaus	DHoM, PAMECA
	SWART, Jab	UNDP (demining)
	WARN, Elisabeth	International Organisation for Migration
EU Member States Workshop	DUMKE, Michael	Embassy of Germany
	MAZZELLA, Andrea	Embassy of Italy
	MEMMOS, Anastasios	Embassy of Greece
	NEUWIRTH, Hubert	Embassy of Austria
	OSCAR, Lars	Embassy of Sweden
	PRESTON, Joe	Deputy Head of Mission, Embassy of UK
	RICHARD, Samuel	Embassy of France
VAN DER HORST, Kas	Royal Netherlands Embassy	

Field visit to Zagreb (Croatia), 9-13 February 2004

Team Leader: Marie-Janine CALIC

EC Delegation	GARAGNANI, Laura	Head of Operations
	WUNENBURGER, Jacques	Head of Delegation
Government Authorities	CILIC, Davor	Ministry for European Integration
	GRABAR-KITAROVIC, Kolinda	Minister, Ministry for European Integration
	MIMICA, Neven	Opposition
Non-EU Donors	JAENICKE, Axel	OSCE
	JEFFERS, William	USAID
	KONJHODZIC, Indira	World Bank
	KRAPOTKIN, Andrew	EBRD

Stabilisation and Association Process (SAP) Workshop	BARON, Dario	Croatian Employment Service
	BELAMARIC, Nera	Head of Department, Ministry of Health
	CRNKOVIC-POZAIC, Sanja	Head of Croatian Employment Service
	GELO, Ruzica	Head of Department, Ministry of Agriculture, Forestry and Water Management
	KATIC, Zarko	Assistant Minister, Ministry of Interior
	KNEZEVIC, Robert	Head of Cabinet. State Bureau of Statistics
	KOVACEVIC, Branimira	Advisor, Agency for Protection of Market Competition
	LUBURIC, Vlado	Head of Institute for Education

	MARKOVIC, Milvija	Head of PIU; Institute for Education
	MEDIC, Mira	Ministry of Environment, Spatial Planning and Construction
	MILETIC, Zlatko	Head of Department, Ministry of Interior
	PAPAFAVA, Mirjana	Head of Department, Ministry of Environment, Spatial Planning and Construction
	PAVLETIC ZUPIC, Mirna	member of Council for Protection of Market Competition
	PLAVSA MATIC, Cvjetana	Head of Government Office for NGOs
	STOJANOVIC, Zdravko	Assistant Minister, Ministry of Justice
	SVOB DJOKIC, Nada	Assistant Minister, Ministry of Science, Education and Sports
	TECILAZIC, Ana	Ministry of Science, Education and Sports
	VALENTA, Gordana	Ministry of Interior
	ZIMA, Snjezana	Head of Department, State Institute for Intellectual Property, Standardisation and Measurement
Civil Society Workshop	BABIC, Danijela	ZamirNet
	DANIEL CARIC, Hrvoje	Sustaining Community Development - ODRAZ
	DESPOTOVIC, Mirela	Centre for Civil Initiatives Zagreb
	DOKIC, Svetlana	Lesbian Organization "Lori" Rijeka
	DZAKULA, Veljko	Serb Democratic Forum
	GRUBIC, Vesna	Croatian Law Centre
	JASIC, Suzana	GONG
	KASIC, Biljana	Centre for Women's Studies
	KOMARICA, Nermina	Center for Women War Victims
	KONDIC, Biljana	Vukovar Institute for Peace, Research and Education
	LAGINJA, Ivana	Center for Sustaining Rural Community
	OBRADOVIC – DRAGISIC, Gordana	Centre for Education and Counselling of Women
	OZEGOVIC, Milan	Organization of Physically Disabled
	PUHOVSKI, Vesna M.	Forum for Freedom of Education
	PUHOVSKI, Zarko	Croatian Helsinki Committee
	SARNAVKA, Sanja	B.A.B.E.
	SCHULZ VUGRIN, Zvijezdana	SMART
	SIMIC, Marijana	International Rescue Committee
	TERSELIC, Vesna	Centre for Peace Studies
TOLLE, Neva	Autonomous Women's House Zagreb	
VISNJIC, Emina	Multimedia Institute	
Subprogram meeting – Return of Refugees and Economic Support Measures	BUBANOVIC, Helga	Head of Section, Ministry of Sea, Tourism, Transport and Development
	EJKOVIC, Lovre	Assistant Minister, Ministry of Family, Veteran's Affairs and Intergenerational Solidarity
	LEPPEE, Miljenko	Assistant Minister, Ministry of Economy, Labour and Entrepreneurship
	LIHA, Aida	Institute for International Relations
	RADIC, Ana Marija	Ministry of Family, Veteran's Affairs and Intergenerational Solidarity
	VIDACAK, Igor	Institute for International Relations
	VOJNOVIC, Franka	Head of Department, Ministry of Sea, Tourism, Transport and Development
Subprogram meeting – Administrative Capacity Building	BUBANOVIC, Helga	Head of Section, Ministry of Sea, Tourism, Transport and Development
	IKSIC, Amalija	Assistant Minister, Ministry of Finance
	MALEKOVIC, Sanja	Institute for International Relations
	MILETIC, Edmond	Central State Office for Public Administration

	PALARIC, Antun	Head of Central State Office for Public Administration
	PAUKOVIC, Zelimir	Head of Department, Ministry of Finance
	PERNAR, Lidija	Assistant to the State Auditor, State Audit Office
	POLIC, Mario	Institute for International Relations
	SVIGIR, Mario	Adviser in the Cabinet Ministry of Finance
	VOJNOVIC, Franka	Head of Department, Ministry of Sea, Tourism, Transport and Development
Contractors Meeting	ARISMAA, Hennart	CFCU, Ministry of Finance
	BOOMSMA, Evert	Labor Market Restructuring
	CHABRZYK, George	Ministry of European Integration
	CHETCUTI, Frédéric	Development of PIFC and Internal Audit
	CRONLY, Maurice	Welfare Service Delivery by Non Profit Sectors
	GRESSMANN, Wolfgang	ASB
	KORTS, Gerhard	Ministry of Interior
	KURTOVIĆ, Jelena	AFNOR, Industrial Standards
	LESNIAK, Jacek	CFCU, Ministry of Finance
	MORGANTI, Tullio	Civic Service Reform
	PETER JENSEN, Niels	Labor Market Restructuring
	RILLO, Marko	Ministry of European Integration
	SIMONSEN, Bo	Statistical Twinning
	SKJØLSTRUP, Karl-Axel	Vocational Education Project
VAN DAM, Denis	UNDP-UNOPS	
VAN VEGHEL, Hugo	ASB	
EU Member States Workshop	HÄMÄLÄINEN, Laura	Embassy of Finland
	HÖLLSCHER, L.	Embassy of Germany
	JONES, Richard	Embassy of United Kingdom
	KORÉN-HOLM, Vida	Embassy of Sweden
	PAPPAS, Ioannas	Embassy of Greece
	SOCIÉ, Caroline	Embassy of France
	TEHANNE, Roccas	Embassy of Belgium
	VERA, Constantino	Embassy of the Republic of Italy
WEINER, Michael	Embassy of Austria	

Field visit to Belgrade (Serbia), 16-20 February 2004**Team Leader: Marie-Janine CALIC****Core team member: Soren VILLADSEN**

EAR	ARROBIO, Alexandre	Programme Manager, Public Administration Reform
	BACH, Peter	Programme Manager, Justice and Home Affairs
	BAJOVIC, Branislava	Task Manager, Quality Assurance Sector
	BROWN, Ian	Programme Manager, Energy
	BUCKLEY, Bernard	Programme Manager, Energy
	CONTE, Stefano	Monitoring Officer, Quality Assurance Sector
	DAVIES, Simon	Programme Manager, Agriculture/Environment
	DJUKIC, Svetlana	Task Manager, EU Integration/Media/Civil Society
	DROPINSKI, Jean	Programme Manager, Transport
	HAMBUCKERS, Benoit	Programme Manager, EU Integration/Media/Civil Society
	KILCOMMONS, Michael	Programme Manager, Enterprises/SME's/VAT
	LINARI, Donatella	Programme Manager, Health
	MARTINS, Adriano	Head of Centre
	MOLINEUS, Hasso	Programme Manager, Programming and Quality Assurance
	RANALLI, Maurizio	Programme Manager, IBM, Infrastructures
	SOER, Wout	Programme Manager, Local Government and Regional Development

	SUVAKOV, Dejan	Task Manager, Enterprises/SME's/VAT
	TMUSIC, Dimitrije	Task Manager, Quality Assurance Sector
	TURUDIJA, Bogdan	Task Manager, Public Administration Reform/Justice and Home Affairs
	VUCKOVIC, Maja	Task Manager, Health
	WALSH, Mary	Programme Manager, Support to Refugees and IDPs
Government Authorities	DJELIC, Bozidar	Minister, Ministry of Finance and Economy
	LABUS, Miroljub	G 17 Plus
	LAZAREVIC, Gordana	Assistant Minister MIER
	MATKOVIC, Gordana	Minister, Ministry of Social Affairs
	UDOVIČKI, Kori	Governor, National Bank of Serbia
EC Delegation	BARRETT, Geoffrey	Head of Delegation
	HERNANDEZ-ARAGONES, Esmeralda	EC Delegation
	HUDSON, David	EC Delegation
Non-EU Donors	CURRAN, Barbara	Head of the Technical Cooperation and Aid Programme
	FOERDERER, William	Acting Country Director, Economic Policy and Finance, USAID
	HINDSTORM, Ulf	Senior Banker, EBRD
	KOVACEVIC, Katarina	Programme Manager, DFID
	O'SULLIVAN, Rory	Head of Mission, World Bank
	PILIPOVIC CHAFFEY, Dragica	Country Director, EBRD

Stabilisation and Association Process (SAP) Workshop	ADAMOVIĆ, Jelena	Ministry of Labour and Employment
	ANDRE-SKOARI, Lars	Advisor to MIER
	BRANKOVIC, Grozdana	Ministry of Transport and Telecommunications
	BRATIĆ, Gabrijela	Director of the PIU at the Ministry of Education
	CVETKOVIC, Jelena	Ministry of Natural Resources and Environmental Protection
	CVETKOVIC, Mirko	Director, Privatisation Agency
	DELEVIĆ-DJILAS, Milica	Head of the State Union EIO
	DOBROVOLJEC, Daniel	French TA, MIER
	DRČA UGREN, Marija	Director Tax Administration, Ministry of Finance and Economy
	KOKIC, Aleksandar	Ministry of Transport and Telecommunications
	LAKICEVIĆ, Zoran	Ministry of Finance and Economy
	LAZAREVIĆ, Gordana	Assistant Minister, MIER
	MAJSTOROVIC, Srdjan	MIER
	NOZIC, Mirjana	DACU, MIER
	OBRADOVIC, Katarina	Ministry of Economy and Privatisation
	PAJIĆ, Dusan	Treasurer, Assistant Minister Ministry of Finance and Economy
	PEJCIC, Branislav	Municipal Infrastructure Agency
	POPOVIČKI, Tanja	Ministry of Natural Resources and Environmental Protection
	RUŽIĆ, Slobodan	Advisor to the Minister Ministry for Energy and Mining
	ŠIJAN, Marija	Head of DACU, MIER
SOLUJIC, Antonela	Ministry of Energy and Mining	
SPASOJEVIC, Zorana	State Union EIO	
STOJČEVIĆ, Tamara	Municipality of Belgrade	

	TANIĆ, Gordan	Advisor to the Minister Ministry for Energy and Mining
	TOŠIĆ, Ozren	Director, Commissariat for Refugees
	TRIFUNOVIC, Marijana	Ministry of Justice
	ZAFIROVIC, Vladimir	Ministry of Public Administration and Local Self-Government
Civil Society Workshop	DERETA, Miljenko	Executive Director, Civic Initiatives
	DRAGIĆEVIĆ-ŠEŠIĆ, Milena	Rector of University of Arts
	GOLUBOVIC, Sibina	ANEM
	IVANKOVIĆ, Vladimir	Serbian Chamber of Commerce and Industry
	JOKSIMOVIĆ, Vladan	Council of Europe
	LIHT, Sonja	Belgrade Fund for Political Exceptionality
	MILOSAVLJEVIC, Marija	B92
	MILOŠEVIĆ, Snezana	Local Press
	RAKIĆ-VODINELIĆ, Vesna	Director, Institute of Comparative Law
	VEJVODA, Ivan	Executive Director, The Balkan Trust for Democracy
	VELJANOVSKI, Rade	RTS/Radio Belgrade
Subprogram meeting – Energy and Infrastructures	KOVLJANIĆ, Janko	Assistant Director general for Foreign Affairs, ŽTP Beograd
	GAJIC, Aleksandar	EPS Coal mining
	PONOCKO, Čedomir	Elektroistok - electricity transmission
	ŠTRBIĆ, Milutin	Head of Highways department, Roads Directorate of Serbia
	TODOROVIC, Ljubica	Serbian Energy Efficiency Agency
	VLAJCIC, Aleksandar	EPS Investment department
	VUKOVIĆ, Dana	EPS
Subprogram meeting – Justice and Home Affairs	ALEKSIC, Andrija	Department of Border Police, Foreigners and Administrative Affairs, Ministry of Interior Affairs
	ALEKSIĆ, Vladimir	Ministry of the Interior, Head of the Forensic Unit
	KLJUN, Tatjana	Ministry of the Interior, Directorate for Combat against organised crime
	MITROVIC, Branislav	Commission for Border Crossings of Serbia
	PEROVIĆ, Bojan	Head of IT department MoJ
	VASKOVIC, Zoran	Ministry of the Interior, Border Police
	VUKOVIC, Miodrag	Ministry of the Interior, Directorate for Combat against organised crime
Contractors Meeting	ÁLVAREZ, Félix	FIAPP (Support to the Law enforcement agencies)
	BERG, Heinrich	Team Leader, Carl Bro Capacity Building of the Ministry of Health
	BERTRAN, Serge	Team leader, Treasury Project: 'Support to the Ministry of Finance and Economy'
	DELANEY, Patrick	Team Leader, Export Development Programme Serbian Investment and Export Promotion Agency (SIEPA)
	ETHERINGTON, Lionel	Project Manager, BCEOM PIU to Serbian Roads Directorate
	GOSS, Steve	Landell Mills, team leader of the Policy Advisory Unit for Agriculture
	HADŽIĆ, Miroljub	Team leader, MEINL, Privatisation Agency
	HAIRSON, Guibert	Team leader, Modernisation of the Tax Administration
	JAVOR, Peter	Project Manager, F-75 Consortium
	KOMRSKA, Jan	Crown Agents, Improving Medicine Management Practice in Serbia

	LAUZON, Charles	Sofreco, project manager, hazardous and Medical Waste Management in Serbia
	MILLER, David	Team Leader, SME Development Programme c/o Ministry of Economy and Privatisation
	SCHAAF, Harald	Supervising Engineer (Nikola Tesla A3
	SCHMIDT, Carsten	Team Leader, VET Reform ET Reform Programme Implementation Unit Ministry of Educ. and Sports
	VERDUN, Marie Françoise	Thales (IT support to the Judiciary 2002)
EU Member States Workshop	BIAGIOTTI, Valeria	First Secretary, Embassy of Italy
	DERMENTZOGLOV, Ioannis	Embassy of Greece
	FEIST, Johannes	Director, KfW – German Development Bank, Belgrade office
	FERNADEZ DIEZ PALOMERO, Ignacio	Spanish Commercial Office
	FERNÁNDEZ GARAN, Alejandro	Spanish Commercial Office
	GRUFF, Otmar	Embassy of Germany
	MAKI-LEPPINAMPI, Marjo	Second Secretary, Embassy of Finland
	MONO, Rälph	SIDA, Embassy of Sweden
	SCHOOFS, Bert	First Secretary, Embassy of Belgium
	TONON, Eric	Cooperation Counsellor, Embassy of France

Field visit to Podgorica (Montenegro), 23-25 February 2004**Team Leader: Marie-Janine CALIC****Core team member: Soren VILLADSEN**

EAR	BOLAND, Neil	Programme Manager
	De DOMINICIS, Regina	Programme Manager
	LEKOVIC, Zeljko	Task Manager
	MIJOVIC, Dejan	Programme Manager
	SANDRIN, Luigi	Head of Centre
	SPALEVIC, Velibor	Programme Manager
Government Authorities	MILACIC, Slavica	Advisor to the Prime Minister
Non-EU Donors	HANDLER, Howard	Head of Office, USAID
	RISTOVSKI, Vladimir	Head of Council of Europe Office

Stabilisation and Association Process (SAp) Workshop	BACKOVIC, Slobodan	Minister of Education
	CRNOVRSANIN, Abid	Assistant to the Minister of Interior
	DJUROVIC, Gordana	Minister of European Integration
	ILICKOVIC, Marija	Agency for Development of Small and Medium Sized Enterprises
	KRCALOVIC, Antonio	Ministry of European Integration
	LOMPAR, Andrija	Minister of Maritime Trade and Transportation
	MARKOVIC, Milan	Assistant to the Minister of Agriculture, Forestry and Water Resources Management
	MILACIC, Sasa	Deputy Director, Agency for Development of Small and Medium Sized Enterprises
	PEROVIC, Milenko	Assistant to the Minister of Environment
	TOMIC, Zoran	General Secretary of Ministry of Economy
	VUCINIC, Boro	Minister of Environment and Urban Planning
Civil Society Workshop	BRAJOVIC, Srdjan	The Group for Change
	KADIC AKOVIC, Milica	University of Montenegro
	MUK, Stevo	Centre for Development for NGOs CRNVO
	PAVLOVIC, Koca	OBALA Independent Production Group

	RADULOVIC, Momcilo	Centre for Civic Education
	TADICM, Milka	Monitor Independent Weekly
	VUKOVIC, Rajko	UNEM
	ZEKOVIC, Biljana	SOS Telephone
Subprogram meeting – Local and Municipal Development	BOJADZIC, Coric	Deputy Mayor of Bijelo Polje
	BULATOVIC, Mileta	Mayor of Kolasin
	CORIC, Milisav	Mayor of Mojkovac
	KASUMOVIC, Rizo	International Cooperation Liason in Bijelo Polje Municipality Office
	MILIC, Branko	Advisor to the Mayor of Podgorica
	MUGOSA, Miomir	Mayor of Podgorica
Contractors Meeting	BOUVIER, Michael	Railway of Montenegro
	DJURANOVIC, Zarko	EICC Montenegro
	DJUROIVIC, Milorad	BAS Program
	DUJIC, Slobodan	Public Administration
	GILL, Simon	EICC Montenegro (WM Enterprise)
	KALUDJEROVIC, Jadranka	MONET – ISSP
	OSTROVSKI, Adam	Solid Waste
	ULJAREVIC, Zeljko	KfW
	WEBER, Stuart	Public Administration, Ivana Petricevicm VET
EU Member States Workshop	LACOTE, Jonathan	Head of Mission, French Embassy

List of persons met in the occasion of the CARDS Committee (20 February 2004)

EU Member States	ARMSTRONG, Garth	Economic Advisor, UK Government representative
	HALL, Lorna	UK Government representative
	MANSON, Charlotta	Desk officer, Swedish MFA, National CARDS-representative
	MILTON, Robin	Social Development Advisor, UK Government representative
	MONÖ, Ralph	Programme Manager, 1st secretary, Section for the Section of Development Cooperation, Swedish Embassy, Belgrade
	NECCIA, Roberto	Italian Government representative
	OLOFSSON, Britta	Senior Adviser, Governance, National Contact Point CARDS Twinning, Division for South East Europe, SIDA

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General documents

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4. Report on the Implementation of the European Commission's External Assistance, Situation at 01/01/01.
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Legal documents

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Albania

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19. Stabilisation and Association report 2002 - Albania.
20. Stabilisation and Association report 2003 - Albania.
21. Albania - Evaluation of EC country strategy, 1996-2001.

Bosnia and Herzegovina

22. Country Strategy Paper (CSP) and Multi-annual Indicative Programme (MIP) 2002-2006.
23. Bosnia and Herzegovina Annual Programme 2001.
24. Bosnia and Herzegovina Annual Programme 2002.
25. Bosnia and Herzegovina Annual Programme 2003.
26. Stabilisation and Association report 2002 - Bosnia and Herzegovina.
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Croatia

28. Country Strategy Paper (CSP) and Multi-annual Indicative Programme (MIP) 2002-2006.
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Former Republic of Yugoslavia

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36. Stabilisation and Association report 2002 – Federal Republic of Yugoslavia.
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The former Yugoslav Republic of Macedonia

38. Country Strategy Paper (CSP) and Multi-annual Indicative Programme (MIP) 2002-2006.
39. The former Yugoslav Republic of Macedonia Annual Programme 2001.
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43. Stabilisation and Association report 2003 - The former Yugoslav Republic of Macedonia.
44. Stabilisation and Association Agreement between the European Communities and its member States and the former Yugoslav Republic of Macedonia.
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Kosovo

46. Country Strategy Paper (CSP) and Multi-annual Indicative Programme (MIP) 2002-2006.
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Montenegro

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Serbia

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4. AGENDAS OF FIELD VISITS

Field visit to Skopje (the former Yugoslav Republic of Macedonia), 8-12 December 2003
Team Leader: Enzo CAPUTO

DATE	TIME		INSTITUTION/ PERSON
	FROM	TO	
8 December Monday	9:30	10:30	EAR Head of Centre, Mr. D. Giuglaris Programming, EAR Programme Manager/Assistant Mr. P. Turner/ Ms. D.Kostovska Monitoring, EAR Programme Manager/Assistant Mr. F.Liva/Ms. M.Mihajlovska
	10:45	12:00	Head of Delegation , Mr. D. Chiarini (at EC Del. office)
	12:00	13:00	EU Special Representative , Mr. A. Brouhns (at EU SR office)
	13:00	14:30	Lunch Break
	14.30	16.00	EAR technical meeting Programming, EAR Programme Manager/Assistant Mr. P. Turner/ Ms. D.Kostovska Monitoring, EAR Programme Manager/Assistant Mr. F.Liva/Ms. M.Mihajlovska
	16:00	17:00	Meeting for preparation of Civil Society workshop EAR Programme Manager/ Assistant Ms. J. Bulling / Mr. E. Ali EC Delegation , Mr. N. Saracini
9 December Tuesday	9:00	13:00	SAP workshop
	13:00	14:30	Break
	14:30	17:00	EU Member States Meeting
10 December Wednesday	9:00	12:45	Civil Society workshop
	13:00	13:45	Deputy Prime Minister Ms. R. Sekerinska (at DPM office)
	13:45	14:30	Break
	14:45	15:30	Individual meetings with non EU donors USAID (at USAID Office)
	16:00	17:00	EAR Closing meeting for EAR Evaluation EAR Head of Centre, Mr. D. Giuglaris Programming, EAR Programme Manager/Assistant Mr. P. Turner/ Ms. D.Kostovska Monitoring, EAR Programme Manager/Assistant Mr. F.Liva/Ms. M.Mihajlovska
11 December Thursday	9:00	12:00	Sub-programme workshop Minorities and refugees
	12:30	14:00	Break
	14:00	15:00	Individual meetings with non EU donors EBRD (at EBRD Office)
	15:15	16:15	Individual meetings with non EU donors World Bank (at WB Office)
	16:20	17:20	Sector for European Integration Mr. Dragan Tilev, Head of Sector for European Integration (at SEI office)

	17.30	18.30	Information meeting on the CARDS desk report (checking of information, as might be required by DRN) Programming, EAR Programme Manager / Assistant Mr. P. Turner / Ms. D.Kostovska
12 December Friday	9:00	12:00	Sub-programme meeting Border Management
	12.15	13.15	EAR wrap-up meeting EAR Head of Centre / Assistant Mr. D. Giuglaris / Ms. I.Ivanova Programming, EAR Programme Manager/Assistant Mr. P. Turner / Ms. D.Kostovska Monitoring, EAR Programme Manager/Assistant Mr. F.Liva /Ms. M.Mihajlovska
	13:30	14:30	Lunch Break
	14:30	16.30	Available for further meeting

Field visit to Pristina (Kosovo), 8-12 December 2003**Team Leader: Walter PFLUGER****Monday 8 December:**

9:00 – 10:15	Introduction to activities at the EAR Kosovo operational centre. Discussion on Evaluation Agendas	Head of Kosovo Centre – Mr Thierry Bernard Guele, Operations Coordinator– Mr Odran Hayes, Programming/Quality Assurance – Mr Michael Byrne <i>(Head of Centre's Office – 2nd floor)</i>
10:15 – 11:20	Results based management - programming process, coordination, partnership, monitoring and Quality Assurance	Mr Odran Hayes, Mr Michael Byrne <i>(Coordinator's office – 2nd floor)</i>
11:20	<i>10 minute break</i>	
11:30 – 12:15	Meeting with UNMIK's EU Pillar	Director of the European Office and Acting Deputy DSRSG EU Pillar of UNMIK, Mr. Peter Sorensen (DSRSG Mr Nikolaus Graf Lambsdorff is out of Kosovo) <i>(EU Pillar- Mr Sorensen's Office)</i>
12:15 – 13:30	<i>Lunch/Break</i>	Thierry Bernard-Guele, Odran Hayes, Michael Byrne, Alan Brown
13:30	<i>30 minute break</i>	
14:00 – 17:00	Sub-programme meeting – Water Supply and Solid Waste Management	10 people, 3 hours: Ministry of Environment and Spatial Planning – Mr Baton Begolli, Head of Water Dept SHUKOS (Association of water utilities Kosovo) –Mr Azem Kastrati, Director PAMKOS (Association of waste utilities Kosovo) – Mr Perparim Radonici, Director Central Regulatory Unit Deputy – Mr Richard Lacey, Head Kosovo Trust Agency - Mr Sam Rutherford, Head of water, solid waste and irrigation KfW – Ms Ganimete Huruglica, Representative. Consultant on EAR project in water sector - Mr Kevin Horn, Bristol Water. EAR – Mr Lennart Almqvist, Evaluation Unit. EAR – Mr Alan Brown, Programme Manager EAR – Mr Agron Bektashi, Task Manager

Tuesday 9 December:

9:30 – 12:30	Sub-programme meeting – Enterprise Development	5- 10 people, 3 hours: <ul style="list-style-type: none"> • Ministry of Trade and Industry - • EU Pillar – Mr Andreas Wittkowsky • Kosovo Trust Agency - Mr Szabolcs Szekeres • Banking and Payments Authority – Mr Donat Branger • Micro-Enterprise Bank - • Regional Enterprise Agency - • IOM – Ms Nathalie Rubin • Contractor – • EAR Programme Manager – Mr Dan Philpott <i>(EAR 8th floor conference room)</i>
12:30 – 14:00	<i>Lunch/Break</i>	
14:00 – 14:40	Information meeting on the CARDS Desk report (double checking of	Mr Michael Byrne

	inventory, financial data, comments and remarks from the evaluator)	
	<i>20 minute break</i>	
15:00 – 15:40	High level interview - Assembly Presidency	President of the Assembly of Kosovo – Mr Nexrat Daci (<i>President's Office</i>)
	<i>20 minute break</i>	
16:00 – 17:00	Meeting with EAR Director	Mr Richard Zink (<i>Director's office – 2nd floor</i>)

Wednesday 10 December:

9:00 – 10:00	High level interview – Kosovo's representative to the Stability Pact (also international office for Kosovo Chamber of Commerce)	Mr Besim Beqaj (<i>small 8th floor meeting room</i>)
10:00 -11:00	<i>Available for further meetings</i>	
11:00 – 12:00	Meeting on mainstreaming of minorities' and gender inclusion	EAR Programme Manager - Mr Mary Walsh (<i>small 8th floor meeting room</i>)
12:00 – 14:00	<i>Lunch/Break</i>	
14:00 – 14:40	Meeting with World Bank & IMF	World Bank Representative in Kosovo - Mr Sidi Boubacar, IMF Resident Representative – Mr Shehada Hussein (<i>small 8th floor meeting room</i>)
15:00 – 15:40	Meeting with USAID	Mission Director, Mr Dale Pfeiffer (<i>USAID office</i>)
15:40 – 16:20	<i>30 minute break</i>	
16:20– 17:20	Wrap-up meeting – EAR Evaluation Mission, Mr Bjarne Madsen	Thierry Bernard Guele, Odran Hayes, Michael Byrne, Douglas Carpenter (<i>Head of Centre's Office</i>)

Thursday 11 December:

10:00 - 12:30	Member States' Workshop	EU MS, 2.5 hours: <ul style="list-style-type: none"> • Austria • Belgium • Denmark – Ms Anne Maria Madsen, Deputy Head of Office • France • Finland • Greece • Germany – Ms Larisa Halilovic (observer status) [Mr Stefan Kruschke, Deputy Head of Mission may join the meeting at a later stage] • Italy • Netherlands • Sweden/Sida • UK/DFID (<i>EAR 8th floor conference room</i>)
12:30 – 14:00	<i>Lunch/Break</i>	
14:00 – 18:00	Civil Society Meeting	10-20 people, 4 hours: <ul style="list-style-type: none"> • Kosovo Civil Society Foundation (NGO umbrella organisation) - Ms Suzi Arni, Ms Shpresa Agushi • NGO Jelenaanzuljka - Ms Nevenka Medic • NGO - Ms Radmila Kapetanovic • SHERA - Ms Mirlinda Kusari • Open Society Foundation - Mr Luan Shlaku

		<ul style="list-style-type: none"> • OSCE - Ms Laura Vai • Kosovo Chamber of Advocates - Ms Arta Fetiu • BSPK (Trade Union) - Mr Zeqir Shkodra • Chamber of Commerce- Mr Hivzi Dragidella • Radio Television Kosovo (public broadcaster) – Ms Liridon Cahani • Council of Europe -Ms Karin Volkner • UNMIK NGO Liaison Unit-Mr Thomas Mtaisi • International Organisation for Migration-Ms Nathalie Rubin • European Perspective (NGO) - Mr Tomas Kontogeorgos • Kosovo Judicial Institute – Ms Nesrin Lushta • Independent Media Commission – OSCE, Mr Ewald Orf • UNMIK Pillar II - Ms Svetlena Jovic, Community Affairs <p><i>(EAR 8th floor conference room)</i></p>
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Friday 12 December:

9:30 – 13:30	Meeting with UNMIK-PISG counterparts	<p>7-15 people, 4 hours:</p> <ul style="list-style-type: none"> • Prime Ministers Office: PIO, Ms Lars Tummers, Advisor to PM, Mr Ilir Deda • Ministry of Finance and Economy: Permanent Secretary – Mr Sefedin Sefaj, Donor Coordination Officer – Mr Agim Tonuzi • Ministry of Agriculture and Rural Economy – Permanent Secretary, Mr Menderez Ibra • Ministry of Labour and Social Welfare – • Ministry of Education Science and Technology- • Assembly Support Initiative (OSCE) – Mr Franklin de Vrieze • Former contractor OPM and Assembly projects – Mr Robert Muharremi • Public Procurement Regulatory Body– Mr Fitim Vertopi • Association of Kosovo Municipalities: President – Lutfi Haziri; Contractor - Alan Packer • European Office – Michaela Frieberg • EU Pillar – Mike Ives • UNMIK Customs – Paul Acda • UNMIK Office of Returns and Communities • OSCE - Mr Carsten Weber <p><i>(EAR 8th floor conference room)</i></p>
13:30 – 14:00	<i>Lunch/Break</i>	
14:00 – 15:00	<i>Available for further meetings</i>	
15:00 - 15:40	Meeting with Pillar I	DSRSG Mr Cady Senior advisor to the DSRSG, Mr Nick Booth <i>(DSRSG's Office)</i>
16:30 – 17:30	Wrap-up meeting – CARDS Evaluation Mission	Thierry Bernard Guele, Odran Hayes, Michael Byrne <i>(Head of Centre's Office)</i>

Field visit to Sarajevo (Bosnia and Herzegovina), 2-6 February 2004**Team Leader: Enzo CAPUTO**

DATE	TIME		INSTITUTION/ PERSON
	FROM	TO	
2 February Monday	16:30	17:30	Interview with Mr Edward Llewlyn, Head of Political Department Office of High Representative (<i>OHR, 3rd floor</i>)
3 February Tuesday	8:45	9:30	Interview with Messrs. Renzo Daviddi and Stefan Simosas, (Economic and Political Department in the EC Delegation) EC Delegation (<i>EC Del, 5th floor</i>)
	9:30	10:00	Meeting with Rob Stockdale and Normela Hodzic-Zijadic, Operations section in the EC Delegation (<i>EC Del, 2nd floor</i>)
	11:00	12:00	Interview with Mr. Gerd Thielmann, Chief Advisor – SIPA, EUPM, (<i>ex-UN building, Nedjarici wing A, first floor, room 106</i>)
	13:00	17:00	Workshop with Civil Society sector (<i>EC Del, 3rd floor</i>)
4 February Wednesday	9:30	10:00	Interview with Mr. Moises Venancio, Dpty Resident Rep. UNDP (<i>Marsal Tito st. 48</i>)
	11:00	12:30	Interview with Ms. Emina Kadric and Mr. Mark Priestley, Economy sector EC Delegation Task Managers (<i>EC Del, 3rd floor</i>)
	12:30	13:15	Interview with Mr. Jean-Luc Bernasconi, Country Economist, World Bank (<i>Hidrogradnja building, 5th floor</i>)
	13:30	16:30	Workshop with EU Member States (<i>EC Del, 3rd floor</i>)
	16:30	17:00	Interview with Messrs. Mladen Bevanda and Paolo Scialla, Return sector EC Delegation Task Managers (<i>EC Del, 3rd floor</i>)
5 February Thursday	9:30	10:00	Interview with Mr. Aygen Yayikoglu, Head of Office, EBRD (<i>Obala Kulina bana 4</i>)
	11:00	12:00	Interview with Mr Andre Lys (Head of Operations), Mr Holger Schroeder (Dpty Head of Operations) and Mr Rob Stockdale (Senior Co-ordination Manager), EC Delegation (<i>EC Del, 3rd floor</i>)
	13:00	17:00	Workshop with Sap (Government) counterparts (<i>DEI, 2/2nd floor</i>)
6 February Friday	9:00	9:30	Interview with Mr Michael B Humphreys, Head of EC Delegation (<i>HoD office, 4th floor</i>)
	10:00	13:00	Workshop with Return sector (<i>DEI, 2/2nd floor</i>)
	14:00	17:00	Workshop with Economic Regeneration sector (<i>DEI, 2/2nd floor</i>)

Field visit to Tirana (Albania), 9-13 February 2004**Team Leader: Walter PFLUGER**

Monday 9 February	
9:00 – 10:00	Briefing (European Commission Delegation) ECD / SAP Advisor (Ms Alessandra Frontoni) ECD / SAP Advisor (Ms Una Kelly)
10:00 – 11:15	
11:30 – 13:00	Briefing (European Commission Delegation) ECD / Head of Operations I (Mr Gavin Evans) ECD / Head of Operations II (Mr Robert Nelson) M. of State for European Integration / Department of Integration / Director (Ms Valbona Kuko)
13:00 – 14:30	Lunch Break
14:30 – 15:15	Briefing (European Commission Delegation) ECD / Head of Delegation (Mr Lutz Salzmann)
15:15 – 16:30	Justice & Home Affairs - Technical meeting (European Commission Delegation) ECD / Head of Justice and Home Affairs (Mr Joaquin Tasso Vilallonga) ECD / Project Manager Justice (Ms Marta Onorato)
16:30 – 18:00	Economic & Social Development - Technical meeting (European Commission Delegation) ECD / Project Manager Trade (Ms Anna Ricciardi) ECD / Project Manager Agriculture (Mr Liazar Korra) ECD / Project Manager Education (Mr Arben Iliriani) ECD / Project Manager Local Community Development (Mr Ioannis Spyropoulos)
Tuesday 10 February	
9:00 – 13:00	Justice & Home Affairs Workshop (European Commission Delegation)
13:00 – 14:30	Lunch Break
14:30 – 16:00	Major donors / lenders meeting (European Commission Delegation)
16:00 – 18:00	Project partners meeting (European Commission Delegation)
Wednesday 11 February	
9:30 – 13:00	SAP Workshop (European Commission Delegation) Government counterparts
13:00 – 14:30	Lunch Break
14:30 – 18:00	Economic & Social Development Workshop (European Commission Delegation)
Thursday 12 February	
9:00 – 13:00	Civil Society Workshop (European Commission Delegation)
13:00 – 14:30	Lunch Break
14:30 – 17:30	Member States meeting (European Commission Delegation)

Friday 13 February	
9:00 – 10:00	De-briefing (European Commission Delegation) ECD / Head of Delegation (Mr Lutz Salzmann) ECD / Head of Operations I (Mr Gavin Evans) ECD / Head of Operations II (Mr Robert Nelson)
10:30 – 12:15	De-briefing (M. of EU Integration) Representatives of the M. of European Integration

Field visit to Zagreb (Croatia), 9-13 February 2004**Team Leader: Marie-Janine CALIC**

DATE	TIME		INSTITUTION/ PERSON
	FROM	TO	
9 February Monday	9:30	10:30	Briefing with Ms. Laura Garagnani, Head of Operations, EC Delegation
	11:00	12:30	Interview with Mr. Davor Čilić, MEI
	14:00	16:00	Workshop D – Administrative Capacity Building, Beneficiaries and Partners
	16:00	17:00	Meeting with Monitoring Team
	17:30	18:00	Meeting with Mr. Jacques Wunenburger, Ambassador (HoD), EC Delegation
10 February Tuesday	9:00	11:00	Workshop A – SAp, Government counterparts
	11:30	13:00	Meeting with CARDS Sector Managers
	14:00	16:00	Workshop D – Return of Refugees, Beneficiaries and Partners
	16:30	17:30	Interview with Mr. Axel Jaenicke, OSCE
11 February Wednesday	9:00	10:00	Interview with Ms. Indira Konjhodžić, World Bank
	11:00	12:00	Interview with Mr. William Jeffers, USAID
	13:30	15:30	Workshop B – Civil Society, NGO Sector
	14:30	15:30	Interview with Ms. Kolinda Grabar-Kitarović, Minister, MEI
	16:00	18:00	Meeting with CARDS Sector Managers
12 February Thursday	9:15	10:30	Interview with Andrew Krapotkin, EBRD
	11:00	12:30	Meeting with Civil Society leaders
	14:00	16:00	Workshop E – CARDS Contractors
	16:00	17:30	Workshop C – EU Member States
13 February Friday	10:00	11:00	Interview with Mr. Neven Mimica, Opposition
	11:30	13:00	Interview with Mr. Davor Čilić, MEI
	14:30	15:30	De-briefing with Ms. Laura Garagnani, Head of Operations (and with Mr. Jacques Wunenburger, HoD –if in Zagreb-), EC Delegation

Field visit to Belgrade (Serbia), 16-20 February 2004**Team Leader: Marie-Janine CALIC****Core team member: Soren VILLADSEN****Monday 16 February**

9:00 - 10:00	Introduction to activities at the EAR Serbia operational centre Discussion on Evaluation Agendas	Programming/Quality Assurance – Mr Hasso Molineus, Ms Branislava Bajović (<i>Head of Centre's Office – 4th floor</i>)
10:00 - 11:15	Results based management - programming process, coordination, partnership, monitoring and Quality Assurance	Mr Hasso Molineus Mr Stefano Conte Mr Dimitrije Tmušić Ms Branislava Bajović Mr Goran Stevanović, TdB reports (<i>mtg room 4.02</i>)
11:15 - 14:00	Available for further meetings <i>Lunch/Break</i>	
14:00 - 16:00	EU Member States workshop	Member States representatives in Belgrade (<i>mtg room 2.18</i>)
16:00 - 17:00	Meeting with the Head of the Belgrade Centre	Head of the Belgrade Centre – Mr Adriano Martins (<i>Head of Centre's Office – 4th floor</i>)
17:00 - 18:00	Available for further meetings	

Tuesday 17 February

8:00 - 8:45	Meeting with the EC Delegation	Mr Geoffrey Barrett Ms Esmeralda Hernandez-Aragones Mr David Hudson (<i>EC Delegation Belgrade Paje Adamova 4</i>)
8:45 - 9:00	<i>15 minute break</i>	
9:00 - 10:00	High level meeting 1	Ms Gordana Lazarević, assistant minister MIER (<i>MIER</i>) (<i>mtg room 4.02/2.18</i>)
10:00 - 11:00	Meeting with World Bank/EBRD/DFID/KfW	
11:00 - 12:00	Meeting with USAID/CIDA	(<i>mtg room 4.02</i>)
12:00 - 13:00	High level meeting 2	Ms. Gordana Matkovic, Minister, Ministry for Social Affairs
13:00 - 14:00	<i>Lunch/Break</i>	
14:00 - 17:00	Civil Society Workshop	(<i>mtg room 2.18</i>)
17:00 - 18:00	Available for further meetings	

Wednesday 18 February

8:30 - 12:00	Meetings with EAR programme and task managers (approx. 30-45 minutes each)	8:30 – 9:00 Agriculture/Environment 9:00 – 9.30 Support to refugees and IDPs 9:30 – 9:45 <i>break</i> 9:45 – 10.30 Energy 10:30 – 11:15 Transport/IBM 11:15 – 12:00 Media/Civil Society/EU Integration (<i>mtg room 4.02</i>)
12:00 - 13:00	<i>Lunch/Break</i>	
13:00 - 14:00	High level meeting 3	Mr Miroљub Labus, G 17 plus (<i>G 17 plus</i>)

14:00 - 17:00	Meetings with EAR programme and task managers (approx. 30-45 minutes each except PAR/JHA (90 min.))	14:00 – 14:45 Enterprises (SMEs, Privatisation) 14:45 – 15:30 Health 15:30 – 17:00 Public Administration Reform/JHA (<i>mtg room 4.02</i>)
17:00 - 18:00	High level meeting 4 *	Radovan Jelašić, G 17 plus (<i>G 17 plus</i>)

Thursday 19 February

09:00 - 11:00	Government counterparts workshop (1 st group)	(<i>mtg room 2.18</i>)
11:00 - 13:00	Government counterparts workshop (2 nd group)	(<i>mtg room 2.18</i>)
13:00 - 14:00	Lunch/Break	
14:00 - 17:00	Sub-programme meeting Justice and Home Affairs	(<i>mtg room 2.18</i>)
17:00 - 18:00	High level meeting 5 *	Mr Božidar Djelić, Minister, Ministry for Finance and Economy

Friday 20 February

8:00 - 8:45	Meeting with EAR programme and task managers (approx. 30-45 minutes)	Local Government and Regional Development (<i>mtg room 4.02</i>)
9:00 - 9:45	High level meeting 6	Ms Kori Udovički, Governor, National Bank of Serbia
9:45 - 10:00	15 minute break	
10:00 - 12:00	Contractors meeting	All the main contractors (<i>mtg room 2.18</i>)
12:00 - 14:00	Lunch/Break	
14:00 - 17:00	Sub-programme meeting Energy and Infrastructure	(<i>mtg room 2.18</i>)
17:00 - 18:00	Available for further meetings	

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Thursday 26 February

	Wrap-up meeting at EAR Belgrade *	
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Field visit to Podgorica (Montenegro), 23-25 February 2004**Team Leader: Marie-Janine CALIC****Core team member: Soren VILLADSEN****Monday 23 February:**

9:00 – 9:45	Introduction to activities at the EAR Podgorica operational centre. Discussion on Evaluation Agendas	Head of the Podgorica Centre – Mr Luigi Sandrin <i>(Head of Centre's Office)</i>
9:45 - 10:30	Results based management - programming process, coordination, partnership	Mr. Luigi Sandrin Mr Neil Bolland Ms Regina de Dominicis TdB reports <i>(mtg room)</i>
10:30 - 10:45	<i>15 minute break</i>	
10:45 - 11:30	High level meeting 1	Ms Slavica Milacic, Minister of International Economic Relations and European Integration <i>(in the Ministry's premises; Stanka Dragojevic 2)</i>
11:30 - 12:00	High level meeting 2	Mr. Miroslav Ivanisevic, Minister of Finance & National Coordinator of International Assistance Ms. Tanja Krivokapic, Advisor to the Minister of Finance <i>(in the Ministry's premises; Stanka Dragojevic 2)</i>
12:15 - 12:45	Meeting with CoE	Mr. Vladimir Ristovski, Head of CoE Office <i>(In the CoE premises, Dalmatinska 22)</i>
12:45 - 14:00	<i>Lunch/Break</i>	
14:00 - 17:00	Sub-programme meeting Local and municipal development	The following should be invited: Local government representatives (mayors and/or municipalities officials <i>(mtg room)</i>
17:00 - 18:00	Meeting with contractors/consultants	All the main contractors

Tuesday 24 February:

8:30 - 12:00	Meetings with EAR Programme, Task Managers and Information Officer (approx. 30 minutes each)	JHA/Public Administration reform, RDD Education reform / Civil society and media, RDD Municipal development, RDD/NB Infrastructure/ Transport/Environment, NB/ZL Energy, NB/DM Economic development/ Enterprises Development, DM Economic development/ Agriculture and rural development, VS Visibility, DM <i>(mtg. room)</i>
12:00 - 13:00	<i>Lunch/Break</i>	
13:00 - 13:45	Meeting with the USAID	Mr.Howard Handler, Head of the USAID Mission Mrs. Amy Osborn, Deputy head of the USAID Mission <i>(in the USAID's premises, Krusevac bb)</i>
14:00 - 17:00	Civil Society Workshop	<i>(mtg room)</i>

17:00 - 18:00	Meeting with MS representatives	Mr.Sotirios Athanssiou (Greek Consul), Ms. Valentina Setta (Italian General Consul), Mr. Patrick Heinz (Principal Officer), Mr. Jonathan Lacote (Councillor), Mr. Branko Rakovec (Slovenian General Consul) <i>(mtg room)</i>
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Wednesday 25 February:

09:00 - 13:00	Government counterparts workshop	<i>(mtg room)</i>
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