

Standard Summary Project Fiche – IPA centralised programmes
(Regional / Horizontal programmes ; centralised National programmes)

1. Basic information

1.1 CRIS Number: 2007/19322

1.2 Title: Project preparation facilities and technical assistance facilities for the reinforcements of administrative capacity

1.3 ELARG Statistical code: 01.40

1.4 Location: Serbia

Implementing arrangements:

1.5 Contracting Authority (EC): EC Delegation

1.6 Implementing Agency: N/A

1.7 Beneficiary (including details of project manager): Ministry of Finance

Financing:

1.8 Overall cost: 6 million Euros

1.9 EU contribution: 6 million Euros

1.10 Final date for contracting: 3 years after the signature of the Financing Agreement

1.11 Final date for execution of contracts: 5 years after the signature of the Financing Agreement

1.12 Final date for disbursements: 6 years after the signature of the Financing Agreement

2. Overall Objective and Project Purpose

2.1 Overall Objective:

Support the Serbian Administration in meeting the demands of IPA Programming

2.2 Project purpose:

- To prepare the IPA National programme and project fiches under the 2009 IPA programme
- To prepare projects for contracting under the project fiches complete with feasibility studies, implementation plans and other necessary supporting documentation.
- Increase ownership over the IPA programming and strengthen the capacity of public administration and beneficiaries at the local level to prepare adequate programmes and projects

2.3 Link with AP/NPAA / EP/ SAA

A key priority of the European Partnership is permanent implementation of the Public Administration reform and improvement of efficiency and performance of civil service with the aim to assume complex tasks in joint work with the EU institutions and among member countries. In that sense the key priorities of Public Administration Reform, as outlined in the European Partnership, are to establish and strengthen the European Integration Structures, European Integration Offices and European Integration Units within the line ministries and enhance public awareness on EU values and democratic principles.

The Positive Feasibility report for Serbia identified the role of local authorities in attracting a ‘continuous inflow’ of Foreign Direct Investment to address the chronic under-investment in traditional industry. A key issue in this regard is the capacity of central and local authorities to prepare a pipeline of mature projects and efficient use of EU assistance linked with adequate national co-funding support.

The **White Paper** on EU Transport Policy sets out the approach and programme for development of the Trans European Transport Network up to 2020. It places a high priority on achieving a shift of modal split from the current emphasis on road transport. It notes that the inland waterways “network is reliable and economic, produces little noise or pollution, takes up little room and has spare capacity”¹.

2.4 Link with MIPD

Experience with previous CARDS assistance has shown that the future assistance under IPA needs to ensure that the beneficiary has increased ownership of the EU programming process. This translates into a greater involvement by the National Aid Coordinator (formerly Ministry of International and Economic Relations – MIER – now part of the Ministry of Finance) and the Serbian European Integration Office (SEIO) in the programming process.

A well functioning public administration is main priority to promote democratic governance and public service to all people in Serbia. Improving the performance of Serbia’s public administration at all levels (governmental, parliamentary, and regulatory bodies/structures) will be a priority of future EC assistance.

It is expected that until the end of the first IPA programming cycle (2009) a reinforced capacity for general government coordination, planning mechanisms, formulation and implementation of policy at all levels would be achieved.

It is vital to strengthen the European integration structures (including line ministries and the Parliament), as well as corresponding structures/mechanisms for verification of compatibility of government policies and draft legislation with EU *acquis* and standards), especially institutions dealing with Decentralized Implementation System and improve cooperation among them.

2.5 Link with National Development Plan (where applicable)

N/A

2.6 Link with national/ sectoral investment plans (where applicable)

According to the document called “Needs Assessment of the Republic of Serbia for the period 2007-2009 programming”, coordination and monitoring implementation of international developmental assistance is one of the highest priorities. In addition, it is expected to improve programming of EU funds by drafting instructions for establishing priorities and defining suggested projects, as well as assisting the relevant ministries in drafting them, and carrying out trainings for successful programming and implementation of EU funds.

¹ EC Directorate-General for Energy and Transport: White Paper Presentation September 2001

3. Description of project

3.1 Background and justification:

The main objective of the Instrument for Pre-Accession Assistance (IPA)¹ is to help Serbia face the challenges of European integration, implement the reforms needed to fulfil EU requirements and make progress in the Stabilisation and Association Process. The IPA instrument consists of five components; (IPA-I) *Transition Assistance and Institution Building*; (IPA-II) *Cross-Border Cooperation* component which applies to border regions between beneficiaries from member states, candidate states and countries in pre-accession status; (IPA III, IV and V) *Regional, Human Resources and Rural Development* components which are planned for candidate countries.

As a potential candidate country, Serbia has access to two IPA components (IPA-I) Transition Assistance and Institution Building (IPA-II) Cross-Border Cooperation component. Under the component IPA I Serbia can fund similar actions as under the other three components.

The European Commission is responsible for programming, contracting and implementation of IPA. The European Agency for Reconstruction (EAR) was responsible for the programming of CARDS funding in Serbia. The Ministry of International and Economic Relations (MIER), in cooperation with the Serbian European Integration Office, was the main government counterpart in the design of annual CARDS programmes. For IPA it is decided that MIER (now under the competences of the Ministry of Finance) will be the main IPA coordinating Ministry (National IPA Coordinator). EAR will support the European Commission in the design of the 2007 IPA programme and it is planned that EAR will phase out in 2008. The process towards full decentralisation of EU assistance by beneficiary countries is one of the main objectives of IPA. It will be a learning process of many years for the beneficiary countries, over the lifetime 2007/2013 of IPA.

The latest Enlargement process has demonstrated that devolution (de-concentration, progressive de-centralisation) towards Commission delegations and national administrations of beneficiary countries of existing pre-accession instruments has been a success. It has been an efficient way to assist beneficiary countries on their way to accession by progressively integrating them into EU policy making processes. Furthermore beneficiary countries are instructed to manage EU financial aid in an autonomous manner and as an integral part of preparations for their future participation in structural funds.

Through gradual transfer of responsibilities, countries gain competence for taking full responsibility for planning, implementation and management of EU assistance, which is required by future Member States. The Government of Serbia will face major challenges if it intends to achieve targets and goals identified in the European Integration process rapidly and effectively. Meeting these challenges requires significant improvements of Governmental institutions in order to achieve management of pre-accession funds in line with the EU quality standards and financial regulations.

Economic forecasts for the programming period predict sustained growth of over 5% GDP largely driven by domestic consumption and the completion of the privatisation process.

¹ Council Regulation (EC) No 1085/2006 of 17 July 2006, Official Journal L210

Despite high growth levels employment generation estimates remain very weak. Some forecasts predict that the unemployment rate, at 20%, in 2006 could increase to over 30% in the programming period due to the privatisation process. The issue of long-term unemployment (16.5%; women 17.4%) requires particular attention.

To expand employment, economic growth has to move away from domestic demand and be more externally driven (export oriented). Serbia's negative trade deficit at almost €5 billion or approximately 25% of GDP is a major impediment to employment generation. Serbia's 2006 National Employment Action Plan envisages creation of some 150,000 jobs over the next two years and calls for more investment and continued support from the EU. As a policy focus, the 2007 IPA programme is built around the issues of employment generation. Domestic policies for social dialogue, human resources, innovation and labour management, regulation of investment, credit provision and physical infrastructure investment need to be well aligned around the common goal of employment generation, attracting further foreign and domestic investments.

Experience in the EU and transition countries suggests that investment in education and human capital has significant positive returns in terms of employment generation. Increasing the responsiveness of national and local, public and private education institutions to produce the skills required by the market, in order to avoid the current mismatch between the demand and trained professionals in different sectors is also seen as a major activity to be supported under IPA.

Due to its geographical location, an integrated transport network is important for Serbia's long term development. Transport infrastructure has been historically under-funded. Institutional capacity remains weak. In line with REBIS and Serbian transport policy, resources have to be directed to priority projects related to the Pan-European Corridors X and VII. The high cost of infrastructure investment means that packages of combined national and IFI support have to be identified and prepared to implement priority projects. To date the donor community has invested over €500 million in the Serbian transport network.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact (where applicable)

According to MIFF Serbia's IPA Programme allocation for the years 2007 to 2009 inclusive is approx. 190 million Euros a year. Serbia can reasonably expect to receive at least the same level of support in subsequent years, if it maintains its commitment to preparation for EU accession. Programming projects to absorb and use effectively these levels of financial assistance represent a significant challenge. Administrative capacity of many Serbian institutions is not yet strong enough to enable them to adopt a strategic approach to identify their institution building and investment priorities and prepare well-designed and clearly articulated projects to help them meet these needs. This is particularly the case where a project addresses problems that extend over the responsibilities of more than one institution or sector. Also, preparing investment projects has always presented a particular challenge. Investment projects require detailed and reliable data, in-depth feasibility studies, systems design, impact analyses and other documentation.

3.3 Results and measurable indicators:

Results:

- 1) Under the direction of the EC Delegation and National IPA Coordinator, and in cooperation with the line ministries, project fiches prepared in line with IPA template and ready for successful implementation of the 2009 IPA programme;
- 2) Improved capacities of the beneficiary institutions on in order to ensure effective IPA programming process;
- 3) A pipeline of high quality and financially viable projects for financing by IFIs developed and ready for implementation;

Measurable indicators:

- 1) Number of prepared project fiches completed in line with requested IPA funding applications including all necessary annexes, licenses and permits etc. as specified by EC external aid rules;
- 2) Number of training sessions, number of trained participants from the beneficiary institutions and quality of project fiches improved;
- 3) Project documentation and feasibility studies prepared.

3.4 Activities:

Activity 1

Support to identification of projects and preparation of project fiches in line with European Partnership and MIPD as the basis for IPA programme, support to preparation of necessary feasibility studies, drafting of tender documentation (service, supply and works contracts);

Activity 2

Implementation of training for relevant institutions in programming, project preparation and project cycle management training, EU procurement rules, monitoring and evaluation, support to preparation of procurement planning and drafting of tender documentation (service, supply and works contracts), evaluation of grant applications, supply and work tenders and preparation of the project budget;

Activity 3

Support to project preparation and design of feasibility studies for infrastructure projects that will be financed by the IFIs.

The project will be implemented through one service contract.

3.5 Conditionality and sequencing:

Activities focused on the Project preparation facilities and technical assistance facilities for the reinforcements of administrative capacity are related to the activities of the Public Administration Reform with regards to human resources management, introduction of PIU within DIS, capacities of the line ministries, inter-sectorial cooperation that have a direct effect on realization of the project.

Existing capacities of the line ministries do not match completely the adequate criteria requested for programming of EU funded projects. Line ministries do not dispose with enough number of employees, which jeopardizes the programming process and development of project fiches.

Transport investments cannot be implemented without the full commitment of government to ensure that necessary legal and institutional pre-requisites are in place. Stronger and tighter quality assurance and quality control standards from local counterparts should be established.

There is insufficient awareness of the government regarding the socio-economic multiplier benefits of transport infrastructure. Government policy should position the role of transport within an overall integrated socio-economic framework. This requires strong inter-ministerial relations particularly between Ministry of Infrastructure, Ministry of Finance and Ministry of Economy and Regional Development.

3.6 Linked activities

SIDA/DFID Project: “Joint Programme for Support to the Ministry of International Economic Relations for improvement of coordination, planning, programming and implementation of development assistance”. One of the main components of this project is support to the programming of EU funds. Project is providing appropriate TA to Ministry of Finance (DACU) and training for the line ministries and will last till December 2008.

CARDS 06 will provide support for Audit standards and quality and management of EU funds through support to the Supreme Audit Institution. This activity intends to assure the use of common international and European audit standards and the maintenance of a consistently high quality throughout the audit process. CARDS 06 is supporting programming process of IPA 2008 through Project Preparation Facility. Through this project pool of experts will be engaged in order to support line ministries in preparation of IPA 2008 Project Fiches in line with MIPD and national strategic documents. IPA 2007 should be built on experience of this project.

Project Support to the preparation of the Decentralized Implementation System of EU funds in the Republic of Serbia will be partly financed by Norwegian Government. Aims of this project are preparation of strategic and implementation documents for implementation of DIS (this will include establishment of clear systems and designation of institutions responsible for programming and monitoring, for financial management, for programme implementation and for auditing of EU funded programmes), identification and determination of necessary legal and institutional framework and identification of possible legal changes for successful implementation of DIS and capacity building plan for improvement of public administration capacities. Implementation of project will start in 2006 and will last one year.

A large number of institution building projects have been completed successfully in the form of TA and/or Twinning with the assistance of Member States experts. The experience shows that this type of assistance has been particularly useful to meet the needs in accession process. This IPA PPF project is targeted to provide Serbia with sufficient funds and TA support to be able to fulfil tasks related to further strengthening of the administrative capacity for the full implementation of the *acquis*.

3.7 Lessons learned

Equally the recommendations of the Evaluation of the Assistance to the Balkans under the CARDS Reg. 2666/2000 report identified the need to increase beneficiary ownership and support recipient institutions in Serbia to;... find their own way to fill the gaps towards EU approximation and integration... with the aim of building a learning process in the recipient institutions and not just providing advice and guidelines on the *acquis*...”there should be

specific and diversified actions to support partners' capacity to run consultations, draft their own visions and strategic documents, prepare projects, manage, train and motivate staff.'.

Every new EU Member State and EU Accession State had or has problems in developing a project pipeline capable of ensuring a steady flow of high quality projects to absorb pre-accession and post-accession support, especially when new type of assistance, such as IPA, is introduced. Serbia will also need to invest significant effort to develop an IPA project pipeline. Efficient use of EU co-funding in a country is determined by the quality of its strategic programming. Lessons of structural funding and pre-accession funding (Phare ISPA SAPARD) highlight the importance of building the programming and management capabilities of administrations. This capacity building involves overall programming design, strategic and financial management, project development, project delivery as well as monitoring and evaluation.

While a series of institutional building actions were undertaken under CARDS the capacities of Serbian line ministries and state agencies remain relatively weak to meet the demands of EU funding. The capacity for identifying and preparing projects according to EU standards is low. Line ministries and other Government institutions involved in the IPA programming process are facing problems with the inadequate composition of documentation related to the preparation, implementation and monitoring of IPA programmes. Projects tend to be prepared without a proper feasibility (cost benefit) assessment, environmental impact assessment (when necessary) and with limited strategic positioning.

4. Indicative Budget (amounts in million €)

	TOTAL COST	SOURCES OF FUNDING										
		EU CONTRIBUTION				NATIONAL PUBLIC CONTRIBUTION					PRIVATE	
		Total	% *	IB	INV	Total	% *	Central	Regional	IFIs	Total	% *
Activities	6 Million Euro											
Activity 1	6 million	6		6								
contract 1.1	6 million	6		6								
contract 1.2												
TOTAL	6 million		100									

* expressed in % of the Total Cost

5. Indicative Implementation Schedule (periods broken down per quarter)²

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1.1	T+1Q	T+2	T+8Q

All projects should in principle be ready for tendering in the 1ST Quarter following the signature of the FA

² [where T=the date of the signature of the FA and xQ equals the number (x) of quarters (Q) following T].

6. Cross cutting issues (where applicable)

Development Policy Joint Statement by the Council and the European Commission of 10 November 2000 establishes that a number of Cross-cutting Issues shall be mainstreamed into EC development co-operation and assistance.

Cross-cutting issues will be addressed in the project so as to comply with the best EU standards and practice in that area and in a way which demonstrates how they will be dealt with within the project's framework, its activities and outputs.

Cross-cutting issues will be addressed in a proactive manner, and will present a specific component of projects (at all levels of projects' development, starting from the project identification stage). Synergies between the projects and the objectives of will be identified and developed. Also, the projects' objectives and activities need to be screened in order to ensure they won't impact negatively on gender equality, minorities' inclusion and environment.

Finally, the beneficiary will make sure its objectives, policies and interventions have a positive impact on and are in line with the main principles of gender equality, minorities' inclusion and environment.

6.1 Equal Opportunity

Throughout the duration of the project, steps will be taken to guarantee equal opportunity of access to project activities and benefits. Due attention will be paid to promoting the adoption of equal opportunities in the policy areas concerned. Finally, the concept of gender mainstreaming will be taken into account in all stages of project development so as to enable and encourage participation of women in all areas of policy development this project will help formulate and support.

6.2 Environment

Environment will be considered a major cross-cutting issue in almost all segments of the future PPF, in particular in the areas of transport infrastructure, environmental protection, renewable energy, research & development, economic diversification of rural areas, development of cities and cooperation – cross-border, trans-national and interregional cooperation, etc.

6.3 Minorities

Issues of minority rights constitute an integral part of this project and of the overall programme. Access to information, opportunities and support for members of national minority groups through this project will be encouraged. Furthermore, the project will promote developing project proposals which are related to and contribute to better integration of minorities and promotion of inter-ethnic dialogue and tolerance.

ANNEX I: Logical framework matrix in standard format	Programme name and number	
Project preparation facilities and technical assistance facilities for the reinforcements of administrative capacity	Contracting period expires 5 years after the signature of the Financing Agreement	Disbursement period: expires 6 years after the signature of the Financing Agreement
	Total budget : 6 million	IPA budget: 6 mil.

Overall objective	Objectively verifiable indicators	Sources of Verification	
Support the Serbian Administration in the programming of the IPA programme	Establishment of project pipeline for financing by IPA	Progress Report NIPAC reports	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To prepare the IPA National programme and project fiche under the 2009 IPA programme To prepare projects for contracting under the project fiche complete with feasibility studies, implementation plans and other necessary support documentation. Increase ownership over the IPA programming and strengthening the capacity of beneficiary institutions to prepare adequate programmes and projects	That the overall IPA National Programme is ready in due time to be examined by the IPA Committee in Brussels Institutions are better able to diagnose their own needs and design projects Quality of project fiches and approval by IPA Committee	Regular monitoring and assessment reports IFIs Reports EC Delegation reports	That individual line ministries and key stakeholders are committed to the programme Beneficiaries comply with eligibility requirements That there is continued government commitment to the accession process
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1) Under the direction of the EC Delegation and National IPA Coordinator and in cooperation with the line ministries project fiche prepared in line with IPA template and ready for the successful implementation of the 2009 IPA programme. 2) Improved capacities of the beneficiary institutions on in order to ensure effective IPA programming process 3) A pipeline of high quality and financially viable projects for financing by IFIs developed and ready for implementation	1) Number of prepared project fiches completed in line with requested IPA funding applications including all necessary annexes, licenses and permits etc. as specified by EC external aid rules; 2) Number of training sessions, number of trained participants from the beneficiary institutions and quality of project fiches improved; 3) Project documentation and feasibility studies prepared.	Assessment by Serbia desk in the EC and EC Del at end of each programming cycle. NIPAC regular reports IFIs reports	EC Delegation fully operational Sufficient applications for training sessions National resources or loans by IFIs available for financing infrastructure projects
Activities	Means	Costs	Assumptions
Activity 1 Support to identification of projects and preparation of project fiches in line with European Partnership and MIPD as a basis for IPA programme, as well as support to preparation of necessary feasibility studies, drafting of tender documentation (service, supply and works contracts); Activity 2 Implementation of training for the relevant institutions in programming, project preparation and project cycle management training, EU procurement rules, monitoring and evaluation, support to preparation of procurement planning and drafting of tender documentation (service, supply and works contracts), evaluation of grant applications, supply and work tenders and preparation of the project budget. Activity 3 Support to project preparation and design of feasibility studies for infrastructure projects that will be financed by IFIs	TA provided for preparation of PF Training seminars held TA provided for preparation of project documentation for IFIs funding	TA 3.5 million Training 0.5 million TA for IFIs projects 2 million	The IPA Coordinator Office is fully functional That LMs have enough capacities For development of IFIs projects strong inter-ministerial relations particularly between the Ministry of Infrastructure, The Ministry of Finance and the Ministry of Economy

ANNEX II: amounts (in M€) Contracted and disbursed by quarter for the project

Contracted	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Contract 1.1		6.0									
Contract 1.2											
Contract 1.3											
Contract 1.4											
.....											
Cumulated		6.0									
Disbursed											
Contract 1.1		3,600,000	360,000	360,000	360,000	360,000	360,000	600,000			
Contract 1.2											
Contract 1.3											
Contract 1.4											
.....											
Cumulated		3,600,000	3,960,000	4,320,000	4,680,000	5,040,000	5,400,000	6,000,000			

ANNEX III

Description of Institutional Framework

The Ministry of Finance (Development and Assistance Coordination Unit) is in charge of implementation and monitoring of this project. The work, mandate and authorisations of the Ministry are regulated by the Law on Ministries (adopted on May 15, 2007 (Official Gazette of Republic of Serbia no. 48/07)) – i.e. Article 6.

ANNEX IV

Reference to laws, regulations and strategic documents:

Reference list of relevant laws and regulations

- Law on Ministries
- Law on Budget System
- Memorandum of Budget
- Law on Public Debt
- National Action Plan for Programming of IPA, etc.

Reference to AP /NPAA / EP / SAA

Key priority of the European Partnership priorities is permanent implementation of the Public Administration reform and improvement of efficiency and performance of civil service with the aim to assume complex tasks in joint work within EU institutions and among member countries. In that sense key priorities of Public Administration Reform, as outlined in the European Partnership, are to establish and strengthen the European Integration Structures, European Integration Offices and European Integration Units within line Ministries and enhance public awareness on EU values and democratic principles.

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Reference to MIPD

Experience with previous CARDS assistance has shown that the future assistance under IPA needs to consider the following issues: the beneficiary must have increased ownership of the

¹ EC Directorate-General for Energy and Transport: White Paper Presentation September 2001

EU programming process. This translates into a greater involvement by the Development and Assistance Coordination Unit (DACU) of the Ministry of Finance (the National Aid Coordinator) and the Serbian European Integration Office (SEIO) in the programming process.

A well functioning public administration is a main priority to foster democratic governance and public service to all people in Serbia. Improving the performance of Serbia's public administration at all levels (governmental, parliamentary, para governmental and regulatory bodies/structures) will be a priority of EC assistance.

It is expected that until the end of the first IPA programming cycle (2009) a reinforced capacity for general government coordination, planning mechanisms, formulation and implementation of policy at all levels would be achieved.

Strengthening the European integration structures (including line ministries and the parliaments), as well as corresponding structures/mechanisms for the verification of the compatibility of government policies and draft legislation with EU acquis and standards), especially institutions dealing with Decentralized Implementation System and improve cooperation among them.

Reference to National Development Plan

N/A

Reference to national / sectoral investment plans

According to the Document Needs Assessment of the Republic of Serbia for the period 2007-2009 programming, coordination and monitoring the implementation of international developmental assistance is one of the highest priorities. In addition it is expected to improve programming EU funds by drafting instructions for establishing priorities and defining suggested projects, as well as assisting the relevant ministries in drafting them, as well as carrying out training for successful programming and implementation of EU funds.

ANNEX V

Details per EU funded contract (*) where applicable:

Key experts

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts are as follows:

Key expert 1: Team Leader

Qualifications and skills

- Advanced university degree, preferably in relevant social science
- Familiarity with strategic planning and programme/project development and management
- Excellent command of English, both spoken and written;
- Very good organisational and coordination;
- Well developed communication skills in terms of interpersonal communications, mediation, and report writing;

- Good analytical, appraisal and planning skills;
- Computer literacy

General professional experience

- At least 10 years professional experience related to socio-economic development and/or strategic planning of which at least 5 years in managerial role with co-ordination responsibilities;
- Solid track record as team leader of complex and multi-disciplinary EU funded actions preferably of a similar scale.
- He/she shall have sound experience in the field of institutional building and development of public institutions,

Specific professional experience

- Experience in supporting preparatory processes for EU funding preferably in new member states (former accession countries);
- Experience in designing EU funding measures/schemes and/or Structural Fund management, preferably in Objective 1 regions;
- Good understanding of EU procurement rules
- In depth understanding of the challenges faced by transition countries as well as the key challenges of identifying and preparing quality programmes/projects for EU financing
- Experience in dealing with senior government officials and ability to build consensus at the highest level;

European Integration expert (long-term, senior expert)

The expert for European Integration should meet the following requirements:

Qualification and skills:

- Advanced university degree, preferably in social sciences or other related disciplines;
- Excellent command of English, both spoken and written;
- Computer literacy
- Good analytical, appraisal and planning skills;
- Excellent facilitation, communication, drafting and reporting skills (oral and written);

General professional experience:

- Minimum 10 years work experience, in implementation of SAA, NPAA, Decentralized Implementation System, Community Programmes, EU funds management, Sectoral policies, NUTS, Public Administration Reform
- Experience in pre accession countries with supporting their accession efforts
- Understanding and experience of public administrative system and procedures;
- Experience in on the job training;

- Good experience in all stages of project cycle management (project identification and feasibility, project design, implementation, monitoring & assessment, evaluation);

Specific professional experience:

- Extensive experience in project preparation in EU integration areas;
- Proven professional track record programming and implementation of EU funds related to EU integration matters;
- Good knowledge of the necessary capacities for implementation of SAA, NPAA, DIS preferably in new member states.

Other experts

It is expected that additional experts are required with some or all of the following skills/expertise, but might also include other specific skills:

- Economic and financial assessment of investment projects
- Project Cycle Management
- Technical feasibility of civil works
- Urban planning and land use planning, tourism infrastructure
- Environmental and social impact assessment
- Institutional assessment, infrastructure management planning
- Civil works infrastructure design
- Civil works cost assessment
- Construction engineering, water and energy engineering
- Legal expertise in relation to civil works contracts
- Investment and marketing planning
- EU public procurement
- EU Grant Scheme Management
- Water and waste water management
- Transport planning and engineering
- Human Resources Development
- Vocational Education and Training
- Social Inclusion
- SME development
- Science and Innovation
- Organisational design, Change management
- Regional/local development
- Structural funds management
- Institution building
- Rule of Law

All experts will have as minimum requirement a university degree, at least 3-5 years work experience, be fluent in English, and are experts with proven experience in at least one of the above mentioned fields. Moreover, it is expected that there is a significant requirement for experts that are fluent in Serbian language (up to half the estimated days for other experts).

It is expected that at least 20 other experts, but likely many more, will need to be mobilised throughout the duration of the project. The consultant must have the flexibility and on-demand capacity to respond to expertise requirements as they arise.