

the CEI Trust Fund a retrospective review

Secretariat for CEI Projects

CENTRAL
EUROPEAN
INITIATIVE
CEI



Central European Initiative

CEI

Founded in 1989, the Central European Initiative (CEI) has played an important role in supporting regional cooperation at economic and political level, thus helping transition countries in central and eastern Europe in their effort to integrate further with the European Union.

In 1992 Italy signed an Agreement with the European Bank for Reconstruction and Development (EBRD) on the establishment of a CEI Trust Fund at the London headquarters "to assist the Bank's countries of operation in central and eastern Europe in their economic and social transformation process".

A Secretariat for CEI Projects was established to manage the Trust Fund and carry out activities of pre-investment and capacity building for the identification, promotion and appraisal of projects in the CEI region, as well as activities related to project implementation. The Fund has benefited from a total contribution of €32.5 million, entirely provided by the Italian Government.

CEI member countries: Albania, Austria, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, Hungary, Italy, Macedonia, Moldova, Montenegro, Poland, Romania, Serbia, the Slovak Republic, Slovenia and Ukraine.

Of these countries, nine are EU member states: Austria, Bulgaria, the Czech Republic, Hungary, Italy, Poland, Romania, the Slovak Republic and Slovenia. Six countries are included in the next perspectives for EU enlargement: Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia. The other three countries – Belarus, Moldova and Ukraine – are part of the EU Neighbourhood Policy (ENP), for which EU membership is not envisaged at present. With this varied membership, including different groups of countries, the CEI represents a unique regional organisation, working as a bridge between the EU and its neighbours.

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Foreword



Almost 17 years ago, the Italian Government decided to establish the CEI Fund at the European Bank for Reconstruction and Development with the aim of supporting transition and reforms in the CEI region.

17 years of projects and activities realised through the Secretariat for CEI Projects describe a story of success: accompanying the transition processes in the CEI countries of operation, the Fund has addressed its efforts to those CEI members which, time after time, required a stronger support in their reforms. Today, with 9 out of 18 CEI members belonging to the EU, the CEI Fund is oriented to support the Western Balkans, Belarus, Moldova and Ukraine in order to sustain their march of approach towards the EU and its standards.

The Italian Ministry of Foreign Affairs is fully committed to this goal, and thanks to the cooperation with the European Bank for Reconstruction and Development and the Secretariat for CEI Projects, we are positive that the CEI Fund can contribute to fulfil it.

This Retrospective Review of Programmes funded by the CEI Fund represents a unique picture of what has been done so far, suggesting also possible ways for improving next implementations. For this reason it represents also a perspective on the way ahead, along the path of reforms which leads to economic and social development for all the CEI region.

The Italian Ministry of Foreign Affairs acknowledges the results of this Retrospective Review as an important contribution to improve interventions of the CEI Fund in the region. The Ministry will continue to cooperate strongly with the EBRD and the Secretariat for CEI Projects to assure that the CEI Fund might contribute to get this ambitious goal.

Sen. Alfredo Mantica

*Secretary of State for Foreign Affairs
Italy*

A handwritten signature in black ink, appearing to read 'Alfredo Mantica', written in a cursive style.

A close-up, low-angle shot of a stack of papers. The top sheet is slightly offset, revealing the edges of the pages below. The text 'Special Report' is printed in a clean, sans-serif font on the top sheet. The lighting is soft and directional, creating a sense of depth and highlighting the texture of the paper. The background is a light, neutral color, possibly a wall or ceiling, which adds to the professional and clean aesthetic of the image.

Special Report

Why a Retrospective Review?

This Retrospective Review has been produced to coincide with the 20th anniversary of the foundation of the Central European Initiative (CEI). The CEI has substantially contributed to the development and consolidation of regional cooperation in central and south-eastern Europe. CEI projects have supported the economic development of the region; their implementation has been made possible by the Italian CEI Fund at the European Bank for Reconstruction and Development (EBRD).

The Retrospective Review summarises the achievements of the CEI in supporting economic reforms and development in the region. The main scope of the Retrospective Review was to analyse what the CEI Fund has done so far, including highlighting its most relevant achievements on the paths of cooperation. It also sets out the lessons learned and the recommendations arising from the analysis. The results are expected to assist in the development of the CEI region in the future. The lessons learned and recommendations might be useful for both the Italian Donor and the Secretariat for CEI Projects (CEI-PS) to better implement the mission of fostering social and economic development in the CEI region through the Trust Fund.

The publication analyses the programmes supported by the Italian CEI Fund across 17 years of operation at the EBRD: the Technical Cooperation (TC) Programme, the Know-how Exchange Programme (KEP) and the

Cooperation Activities (CAs) Programme. The Review covers projects under the TC Programme over the period 1993 to 2008, together with projects through the KEP over 2004 to 2009 and projects under the CAs Programme from 1998 to 2006.

The Retrospective Review acknowledges the information contained in previous CEI-PS publications such as the *Technical Cooperation Projects Evaluation Report* (March 2009), and the *Impact Assessment of Energy Audits Programme* (May 2009). The Review was not meant to replicate but rather to complement these previous publications.

However, for the scope of the research, the Retrospective Review did not include other activities backed by the CEI Fund, such as the Summit Economic Forum. Activities aimed at supporting more general international programmes, without a direct link with beneficiary countries, have also been excluded from this analysis.

At the end of 2007 the Italian Government decided to refinance the CEI Trust Fund with €6 million for the period 2008 to 2010. In light of this important replenishment, the Retrospective Review analyses what has been done so far, setting out the countries and sectors that the Italian funds have mostly supported, hence providing the Donor with a general overview that has never been produced in such a systematic way so far.





The CEI Trust Fund: organisation and strategies

At the time the CEI Trust Fund was created at the European Bank for Reconstruction and Development (EBRD), central and south-eastern Europe were facing tremendous challenges due to the need for reforms following the fall of communism. Strengthening these young democracies and helping their economies develop and compete in the global market economy were considered priority goals for the members of the CEI. In this framework, the CEI and EBRD agreed to establish an operational link with each other, based on their complementary objectives.

The Italian Government strongly backed this mission and in 1992 it provided the necessary resources to establish a CEI Fund at the EBRD. The Fund was primarily intended to implement the priorities of the Initiative. The Fund helped also Italian consultancy firms to compete at international level.

This dual role is recognised in the CEI Fund rules, as negotiated between the Bank and the Italian Government in a bilateral agreement. The agreement defines the terms of use of the Italian resources in order to implement projects and activities coherent with the general scope of promoting economic and social development in the CEI region.

In its 17 years of existence, the CEI Fund has been administered jointly by two Italian Ministries – of the Economy and of Foreign Affairs. The strategies behind the use of the Fund have implicitly summarised both Ministries' main objectives. Indeed, behind a strong interest for favouring Italian entrepreneurship and its internationalisation, other and more politically oriented strategies were reflected in the management of the CEI Fund and its broad priorities.

In particular, the CEI Fund's strategies fully conformed with broader CEI orientations as outlined in the *Initiative's Plan of Action*¹, and are in line with the EBRD's strategies, as well as being coherent with the strategies of other international organisations and International Financial Institutions (IFIs) where relevant.

Furthermore, with respect to country strategies, the focus of the Fund has continually shifted the CEI priorities towards those member states

remaining outside the EU. Data show that the Western Balkans and the CEI – European Neighbourhood Policy (ENP) states (Belarus, Moldova and Ukraine) have become the core of the Fund's actions after 2004.

Projects are focusing on the following areas of intervention: agribusiness, business and finance, energy², capacity building, municipal infrastructure and services, SME support and transport.

The CEI operates through a number of structures: the annual meeting of the Heads of Government (CEI Summit), the annual meeting of the Ministers of Foreign Affairs, and the Committee of National Coordinators (CNC).

The CEI also has a number of other annual events, including the Summit Economic Forum. This is held in the country holding the CEI Presidency (which rotates annually) in parallel with the Roundtable of the CEI Ministers of Economic Sectors and before the CEI Summit.

The CEI-Executive Secretariat (CEI-ES), established in Trieste in 1996, provides administrative and conceptual support to the decision-making and operational structures of the CEI. The Secretariat for CEI Projects (CEI-PS), established in 1991 at the EBRD carries out investment and project-related activities and maintains offices both in Trieste and London.

Financial support for the functioning of both Secretariats is provided by Italy.

¹ The *CEI Plan of Action* is a tri-annual official document, which outlines the areas covered by the CEI programmes and related priorities.

² For information on projects funded by the CEI Trust Fund that are particularly focused on sustainable energy, see in particular Annex 22, "The CEI Italian Fund at the EBRD in the field of sustainable energy".



CHAPTER 1

Technical Cooperation Programme

Executive summary

The Italian Government set up the CEI Fund at the European Bank for Reconstruction and Development (EBRD) in 1992. Since then, under the supervision of the Secretariat for CEI Projects (CEI-PS), the Fund has been predominantly used for grant-type Technical Cooperation (TC): 70 TC projects (TCs) supporting 35 operations with a total cost of €16.6 million have been undertaken. The CEI TC Programme is coherent with the framework and general objectives of the EBRD and other International Financial Institutions (IFIs). In the 16 years of activity analysed in this chapter (1993-2008), CEI Technical Cooperation has become a fundamental means of development for CEI countries of operation.

The review process focused on a few aspects of the TC Programme, whose importance, in fact, was reinforced by the main findings of this report.

First, a general look at the composition, value and characteristics of the Programme revealed its performance against the benchmarks stated in the CEI's objectives and strategies. This part of the analysis showed that over the review period, through the general composition, value and characteristics of the TC Programme, all of the Fund's priorities concerning distributions related to geography, sectors of activity or types of support have been achieved. The relations between these three aspects – geography, sector of activity and type of support – reveal the Fund's commitment either to the entire region or, specifically, to non-EU member states, in the form of projects dedicated to transport and enterprise development. The

CEI Fund channelled these projects towards capacity building and implementation in these sectors and regions.

Second, a further performance analysis of the TC projects and of the TC Programme as a whole was based on five main performance indicators and other data, which were mostly reported in the TC Standard Reports. While this did not constitute a proper evaluation process, but rather an analysis of already recorded ratings, this exercise proved that the CEI Fund's TC projects have fared well in most indicators. Indeed, for three of the main criteria, over 80 per cent of the TCs recorded "good" or "very good" performance ratings.

Third, the review has taken account of the lessons learned from the TC projects in the period reviewed. These findings did not identify any major problems with the possible exception of issues related to the TC monitoring process. These issues have been analysed and potential solutions are proposed.

Lastly, the review focused on the investments related to the TC projects. The link between CEI TCs and international investments was analysed as an insight into the CEI Fund's ability to generate a multiplier effect in terms of benefits for recipient countries. Once again, the findings confirm that the CEI has reached its objectives even through these aspects, which are least under the Fund's direct control. Indeed, the CEI's investment ratio proved a powerful tool for the development of the CEI region.

In conclusion, the Retrospective Review found that the CEI Fund's TC Programme has been successful against its objectives.



1. Background

Established in 1992, the Italian CEI Fund at the EBRD has completed over 17 years of grant financing. Although it is a bilateral fund, the projects and the activities carried out through it have been intended to benefit the entire CEI region and its members.

The strategic focus of the technical assistance has moved over time in the direction of the less advanced member countries of the CEI, in order to help them reach European Union standards.

Through the Trust Fund at the EBRD, the Secretariat for CEI Projects promotes and supervises technical cooperation projects supporting EBRD activities in a number of areas, including agriculture, transport, energy, small and medium-sized enterprises (SMEs), municipal infrastructure and services, banking, insurance, institutional and capacity building.

Technical Cooperation is offered in the form of grant-type assistance in support of specific components of a project (feasibility and pre-feasibility studies, sector and environmental engineering, management training, capacity building, and pre-loan audits).

Between 1993 and 2008 (the period analysed in this chapter) the CEI Fund financed TC projects totalling €16,592,609. The CEI-PS has also supported a total of €2,495,643 in capacity building and development-oriented assignments in the Know-how Exchange Programme and Cooperation Activities (see chapters 2 and 3 respectively).

Main features of TC projects

EBRD TC projects are essentially intended to contribute to the preparation and implementation of EBRD investments and to provide advisory services to private and public sector clients. TC projects may also promote institutional reform and the achievement of the highest standards of corporate governance. In general, TC projects are intended to enable the EBRD to:

“The CEI Fund has represented for APRlambiente a unique opportunity to enter a very competitive and international market, where Italian consultancy firms are under-represented. Thanks to the CEI Fund, APRlambiente has managed to compete successfully at international level, providing high qualified consultancy services”.

Valentino Bobbio
Managing Director, APRlambiente

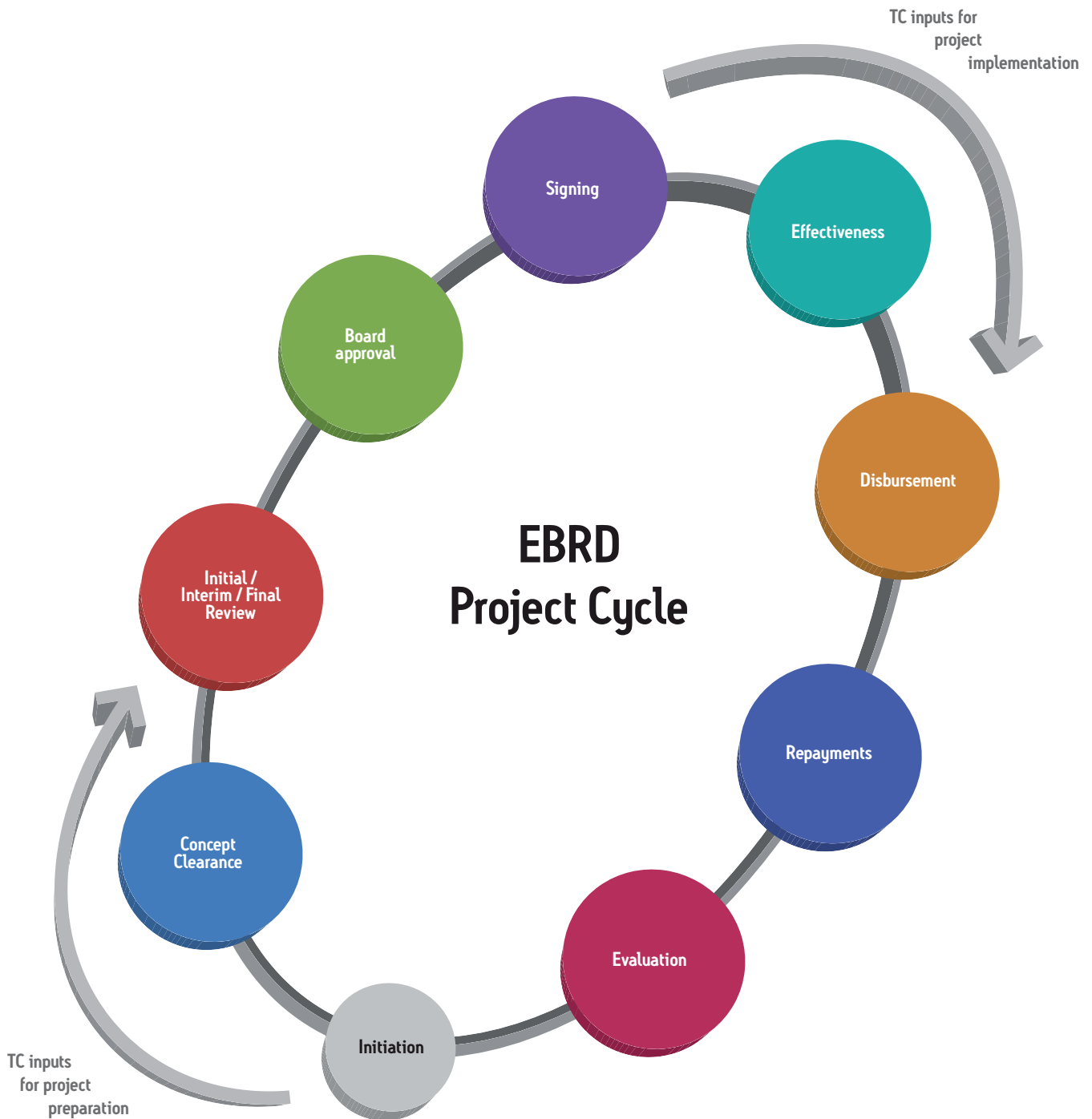
“D’Appolonia since 2004 has been working with the EBRD on CEI funded Energy Efficiency projects. Specifically, the CEI Fund has supported the first Framework Contract that D’Appolonia has been awarded to carry out Energy Efficiency Audits in the CEI region. The CEI funded Framework has strengthened D’Appolonia’s references and has facilitated the Company in the following open consultancy services tenders with the EBRD, to the extent that D’Appolonia has been awarded new framework contracts both in the Industrial and Building Sectors”.

Roberto Carpaneto
General Manager, D’Appolonia S.p.A.

- make thorough preparations for its investments and undertake them more effectively
- pursue investment opportunities in higher-risk environments by reducing credit risks
- increase the impact of its projects in the transition process by supporting structural and institutional changes, and
- sponsor legal and regulatory reforms, institution-building, company management and training



Chart 1.1. EBRD project cycle and TCs

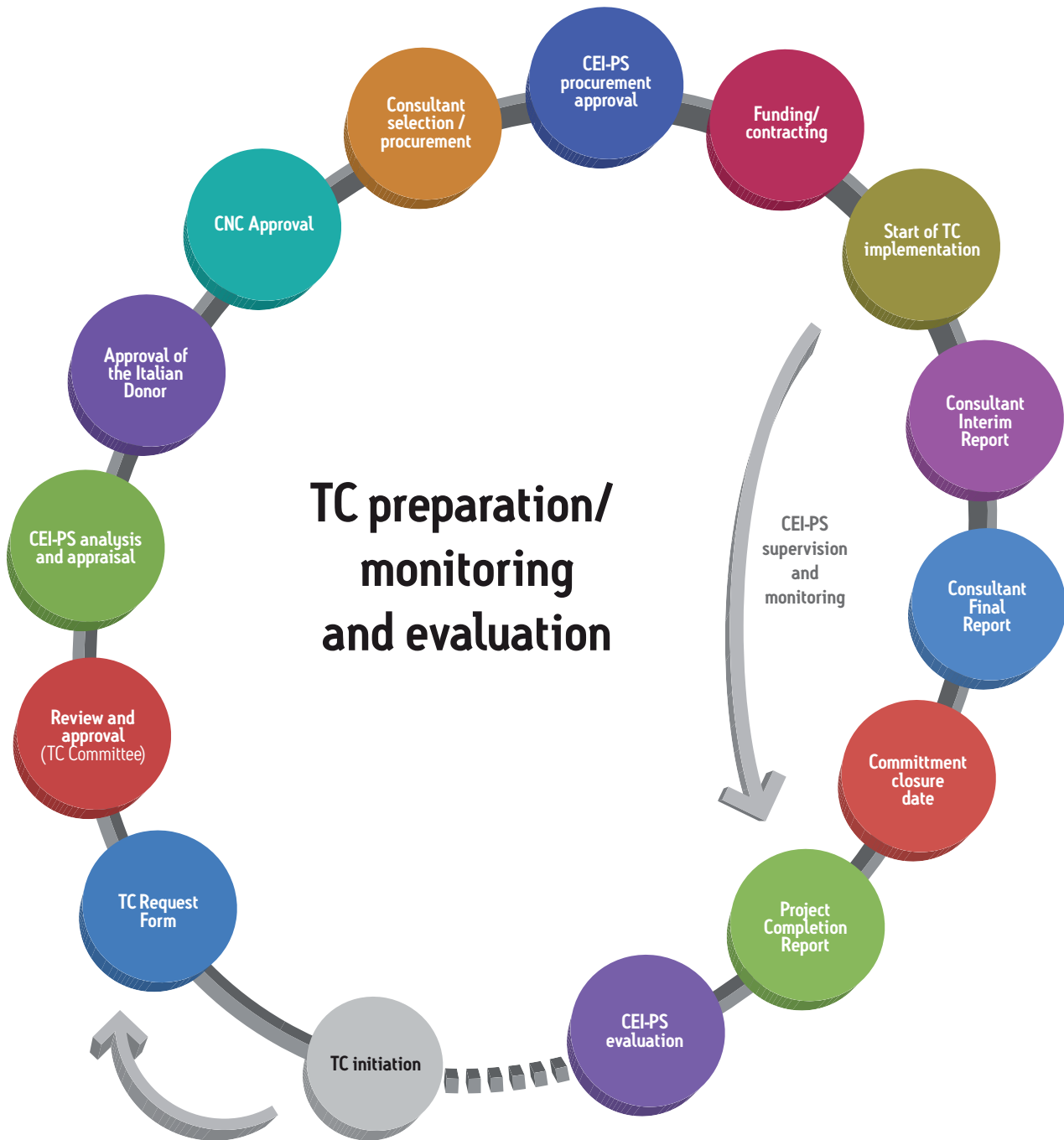


The EBRD Project Cycle and TCs (public sector operations)

“The donor funded Technical Cooperation Funds Programme (TCFP) is used to finance consultants carrying out work, on behalf of the Bank or its clients, in support of the Bank’s overall mandate, i.e. to foster the transition towards open market-oriented economies and to promote private and entrepreneurial initiative in its countries of operation.” [EBRD Operations Manual (Ch 10)]

Within the EBRD, TCs are predominantly used to help prepare or implement investment projects (“investment facilitators”). As such, TCs might intervene in two different phases of the EBRD project cycle: at the initiation of an EBRD project, to serve project preparation, or to serve project implementation, between effectiveness and disbursement.

Chart 1.2. CEI TC project cycle: preparation, monitoring and evaluation



The CEI TC Project Cycle

The TC request by the EBRD is evaluated by the Secretariat for CEI Projects (CEI-PS) and, if positive, it is submitted to the Italian Donor for its preliminary approval. After this stage, the project has to be formally endorsed by the CEI Committee of National Coordinators. Hence the consultant selection and procurement may start, with a final approval by the CEI-PS. After the TC conclusion, and the Project Completion Report made available, the CEI-PS evaluates the TCs for reporting to the CEI and the Italian Donor.

General overview

TC projects constitute the largest part of the activity undertaken by the CEI-PS. Through the funds managed by the Secretariat, the CEI was able to offer grant-type assistance in support of specific components of a project. In this sense, the CEI TC Programme is coherent with the EBRD framework of activity and the CEI TCs operate pursuing the same objectives. Technical Cooperation is a fundamental means of development for CEI countries of operation.

The primary objective for the present report was to carry out a retrospective review of the CEI TC Programme for the period 1993 to 2008. It was initially established that the review would not formally be an evaluation exercise, but rather an analytical desk study based solely on monitoring data and information derived from the Standard Monitoring Reports and other relevant documentation and information in the TC files, as described in the methodology below.

The review process focused on three aspects of the TC Programme:

1. Composition, value and characteristics of the Programme

A few characteristics of the TC Programme were particularly analysed in relation to the CEI objectives and strategy for the TC Programme over the review period. Thus, the review gives insights into the general composition, value and characteristics of the Programme over the review period. Secondly, given the regional and international character of the CEI, the review looks at the geographic distribution of the TCs. Thirdly, the review discusses the sectoral focus of the TCs, by looking at the main areas of activity which have benefitted from the TCs. Lastly, the report focuses on the types of support provided through the TC Programme, and their relation with the other characteristics.

2. Performance of TC projects and the TC Programme as a whole

TCs were also analysed on the basis of their performance. Nonetheless, this did not constitute an evaluation process. The performance review was based on five performance indicators and other data, which were reported in the Standard Progress Reports and Standard Completion Reports. Given their relevance, but also the fact that they have been recorded consistently since the beginning of the TC Programme, five main indicators were used for the present review:

- overall outcome of TC projects
- management of TC projects, relating to the EBRD's performance in terms of preparation and monitoring of the TC
- level of the client's commitment during design and implementation
- the overall performance of consultants, and
- value for money of the consultants' output

As in the case of performance indicators, the review analysed three other aspects of the TC Programme. The time element was introduced into the analysis by looking at the implementation duration of each TC project. The review also looked at the lessons learned generated by TCs, another element constantly featured in Standard Reports. The last piece of data discussed in the review refers to the quality and availability of the monitoring documentation. The inclusion of this criterion completes the analysis with a look at the Programme's ability to self-monitor its activities.

3. Investments related to the TC projects

The third aspect covered by the review deals with the link between CEI TCs and international investments. Indeed, this link has been considered and employed as a "performance" criterion for the purpose of reviewing the TC Programme on the basis of the capacity of CEI TCs to generate a multiplier effect in terms of benefits for recipient countries. The review attempts to assess whether the TCs were selected according to investment opportunities criteria, and to assess the amount of money that the link was able to mobilise, and the sectors or countries that benefited most from this link. In particular, a CEI investment ratio was calculated. This ratio reflects the amount of international investment generated by each euro spent by the CEI Trust Fund.

2. Methodology

This section outlines the methodology used in this chapter and describes the main steps undertaken for the review and evaluation of CEI-EBRD TC projects.

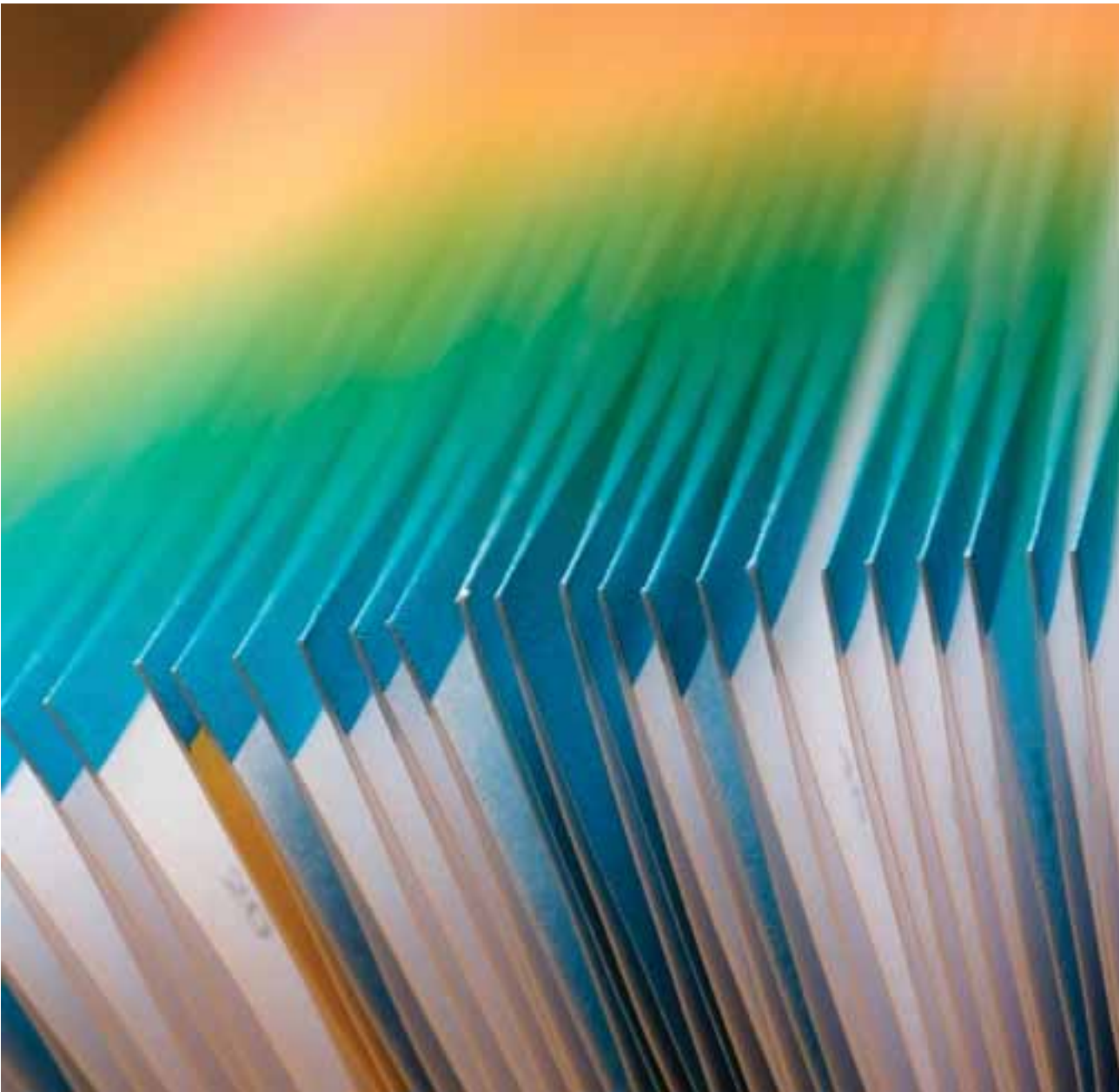
2.1 The review sample

For the scope of this publication, the CEI Technical Cooperation Programme at the EBRD has been reviewed as a whole. The review sample included all TC projects over the period 1993 to 2008 that provided direct support to beneficiaries in the countries of operations, for the purposes consistent with the objectives and strategies of the Programme. The period reviewed was chosen to cover the period between 1993, when the CEI Italian Fund at the EBRD started its operations, and 2008, when the latest projects have been implemented.

On the basis of these criteria, eight TC projects were omitted from the List of Technical Cooperation Assignments 1993–2008, in the Secretariat for CEI Projects *Annual Report 2008*. These operations constituted a direct overhead cost in support of the administration of the TC Programme as a whole and have therefore been excluded from the analysis. For example: operational budgets, salaries and travel expenses for the staff and also the Board On-Line Documents projects, which were implemented in 1996 for managing the document system of the EBRD Board of Governors have all not been included in this review. The remaining sample represents 70 TC projects with a value of €16,592,609. Individual commitments ranged from around €6,000 for the Business Advisory Services (BAS) Programme in Croatia to around €1.9 million for commercial law training.

After examining the single TCs over the 1993-2008 period, consideration was given on how to group TCs and the performance indicators that should be considered in order to evaluate accurately the impact of the CEI Fund activity within the EBRD. In a number of cases it was apparent that two or more TCs essentially supported the same operation. For the purposes of the review, all such TCs were grouped under their relevant operations. This resulted in 35 distinct operations supported by the 70 TC projects. Operations consist of between one and 21 individual TCs. *Single TC operations* describe individual TCs designed to support a single, one-time EBRD operation. *Multiple TC operations* refer to a group of two or more TCs that belong to a programme or a broader EBRD operational framework (such as the energy audits and the TAM/BAS programme³). Thirteen multiple TC operations and 22 single TC operations have been identified.

³ See Annex 12 on TAM/BAS, "TurnAround Management (TAM) and Business Advisory Services (BAS) Programmes at the EBRD".



2.2. Documentation reviewed

In order to define the indicators chosen for this review, the TC documentation at the CEI and the EBRD was employed. Three pieces of primary documentation were used for the review:

- Standard Progress Reports
- Standard Completion Reports, and
- financial data related to the TCs from the EBRD

A standard report refers to the documentation that the EBRD and the CEI use in the monitoring process of TCs. Operation Leaders (OLs, the staff members leading the TC assignments) are required to carry out mandatory self-evaluation of each completed TC assignment.

In general, a TC generates at least one Standard Progress Report completed during the assignment's implementation and disbursement period. Once a TC is closed, OLs responsible for the project are required to fill in a Standard Completion Report. Both Progress and Completion Reports have three roles:

- to provide results based on the reporting of the impact of the Bank's use of donor funds
- to comply with the Bank's fiduciary obligation towards its shareholders and fund providers, and
- to act as an instrument of accountability and quality management

A blank Standard Completion Report can be found in Annex 1.

In addition, in the cases where these documents were missing or relevant information was not otherwise available, a series of other documents were analysed. These included Final Reports and other project reports, Impact Assessments, and Evaluation Reports.

Impact Assessments and Evaluation Reports are evaluation documents drafted by the CEI or the EBRD, and provide useful information (although not on a standardised basis) about selected projects within the CEI TC Programme.

The analysis connected with investment links required, in addition, access to confidential data related to EBRD investments and loans.

2.3. Terminology and definitions

Sectors

Six broad sectors were used in the report. These are listed below, together with their appropriate subsidiary activities. The six sectors are:

- agriculture, including agro-industry and sustainable agriculture
- energy, including renewable energy, energy conservation and sustainable energy
- enterprise development, including the significant subsectors of SME support, business and finance
- general development
- municipal development, including municipal infrastructure and services, and urban transport, and
- transport, including railways, airports, highways and multi-modal transport

The six broad sectors not only incorporate all activities of the TC Programme, but also make TCs and operations statistically relevant.

This present terminology concerning sectors does not fully reflect the terminology used by the EBRD, and is also slightly different from previous sectors defined by the CEI. However, this terminology simplifies and structures the CEI TCs in the most relevant way for the purpose of this review.

Types of support

In order to provide a clearer picture of the rationale behind each TC operation, the review introduced a new indicator, “type of support”. This parameter is a regular indicator of TC programmes. According to general TC guidelines, types of support have been broken down into four major categories:

- Investment generation – TCs oriented at facilitating investments. These address strategic sectors of activities, but with an indirect link between the TC activities and the investment potential. Most commonly, these TCs are market demand studies, for instance in energy efficiency.
- Pre-investment, including project preparation – TCs, which were realised before the EBRD investment, when the activities carried out were supposed to pave the way for a directly related EBRD investment. These mostly include due diligence, legal or institutional studies.
- Implementation – TCs that were realised in the phase of implementation of an EBRD operation (already committed or disbursing). These are stand-alone TCs and mostly consist of consultant supervision.
- Capacity building – TCs whose aim was to support institutional development of the recipient country/organisation, without any direct link to EBRD investments.

Although using type of support as a criterion is common in technical cooperation, this indicator does not appear on CEI TC standard reports. The distribution of the TCs along the lines of the four types of support, therefore, reflects the opinion of the review team.

Albeit in a further simplified form, the type of support criteria is instrumental in the analysis of the investment link between CEI TCs and international investments. The four categories are therefore reduced to three macro-groups:

- TCs with a *direct investment link*, including pre-investment and implementation. These TCs were directly related with broader investments by International Financial Institutions and particularly by the EBRD. These TCs either fostered and sought future investments, or they supported international/EBRD operations already in force. The CEI TC played a crucial role in promoting or supporting the related international investment, even if the specific contribution of the CEI cannot be detected.
- TCs with an *indirect investment link*, or those falling in the investment generator category. In this case, the related investments were generated in the framework of diverse TCs – not only CEI – and other projects contributing to this objective. It means that the CEI TC helped generate investments by acting in synergy with other TCs funded by other donors. Consequently, the specific contribution of the CEI can only be roughly estimated.
- TCs with *no related investments*, mostly addressed to support capacity building. These TCs were generally intended to contribute to the institutional development of the countries of operation and, as a consequence, no direct link with international investment can be found for them. This remains true even in those cases in which the CEI contributed high amounts to prepare a country to participate and compete in the free market, so, indirectly, advancing its economic and social development.

According to these three criteria, the review summarises the relationship between the CEI TC Programme and the related investments to which they contributed in the CEI region.





Performance ratings

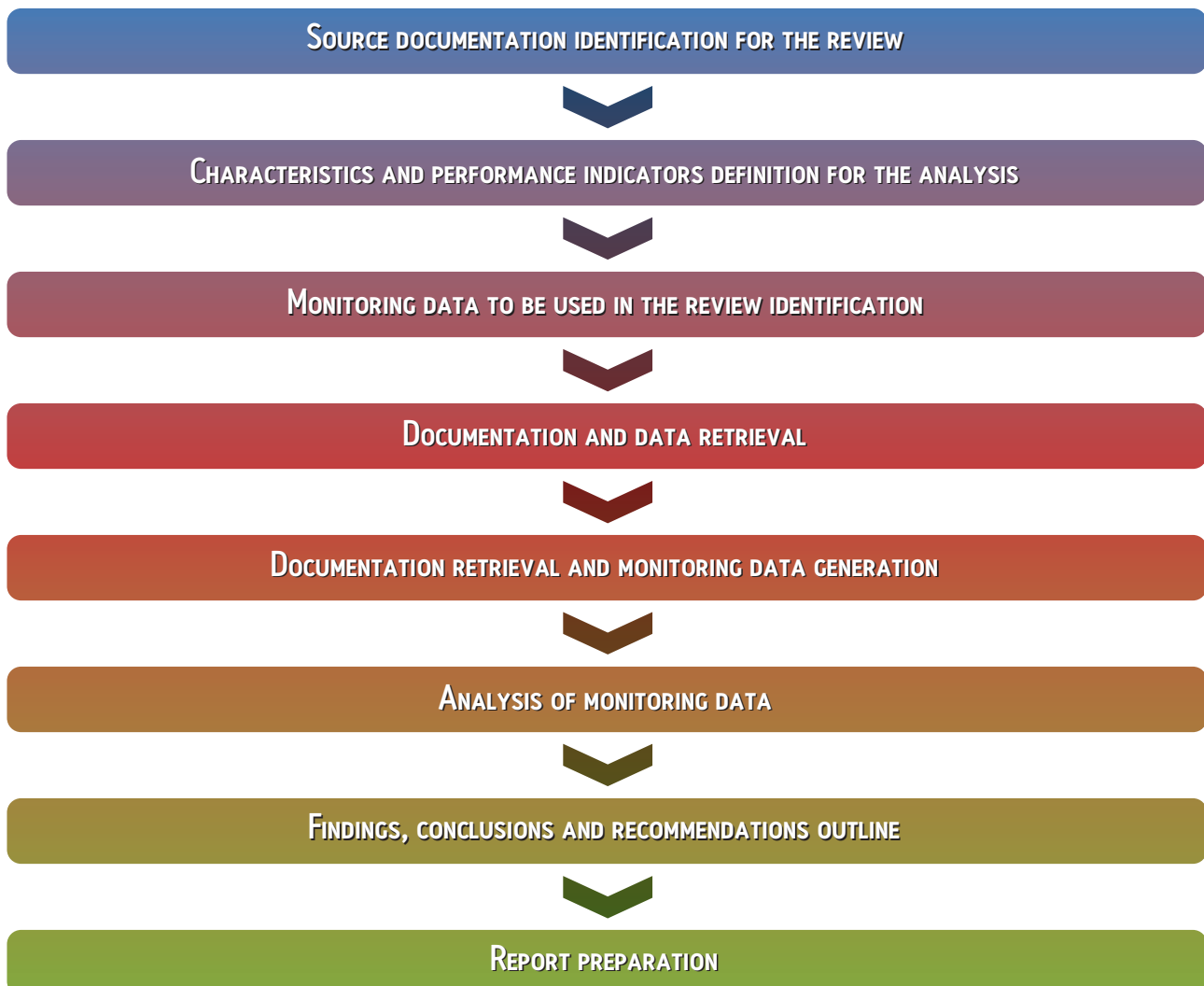
For standardisation purposes, the performance of indicators has been rated in one of four categories. The categories, including other similar marks, are:

- very good, including excellent, highly satisfactory and highly successful
- good, including very satisfactory and very successful
- satisfactory, including successful and fair, and
- poor, including unsatisfactory, unsuccessful, marginal and failed

Value of TC

The euro amount of a TC has been referred to, in the review, as its “value”. However, this term may represent different amounts based on the stage of each particular TC’s implementation. Hence, the value for a TC that has been closed is the actual amount disbursed, while the value for a TC that has not yet been closed and is still disbursing represents the committed amount.

Chart 1.3. Review methodology



3. The TC Programme Review: main findings

Over the period covered by this review (1993 to 2008), the CEI Technical Cooperation Programme provided direct support to 35 operations in the organisation's countries of operation through 70 TC projects amounting to €16.6 million (see Chart 1.4). Annex 2 includes a complete list of TCs and operations covered by the review. Annex 3 presents the distribution of TCs by year within their respective operations.

Over the review period, commitments were made for TC projects in every year except 1996. The number of TC commitments per year ranged from none in 1996 to 10 in 2000. The annual value of TC commitments ranged from zero in 1996 to €3.8 million in 2001. The average annual value of TC commitments was €1.0 million. The average number of TC commitments was 4.4 a year, with an average value of €237,000 per TC.⁴

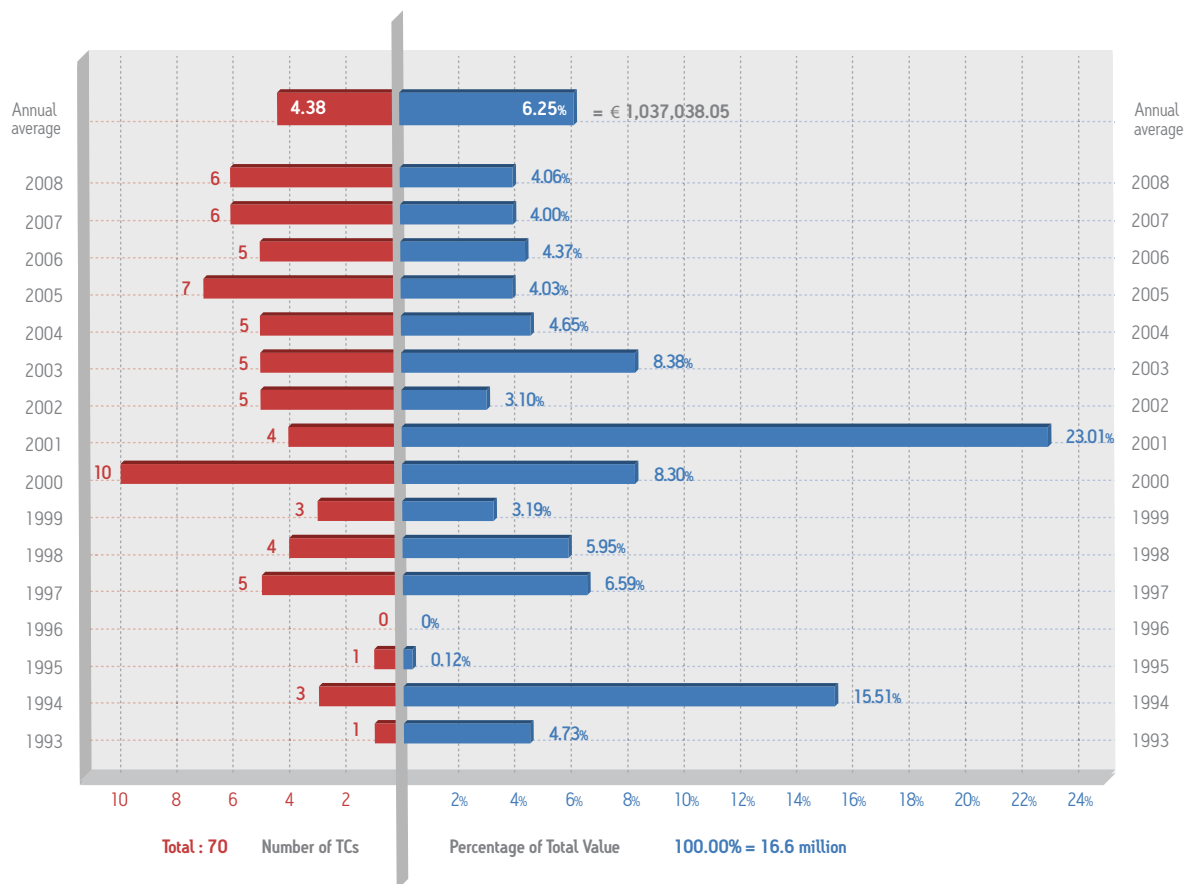
The 35 operations based on the 70 TC projects recorded an average value of €474,100 per operation.

The results of the analysis of the following characteristics of the TC Programme are given below for:

- geographic distribution
- sectors covered, and
- type of support

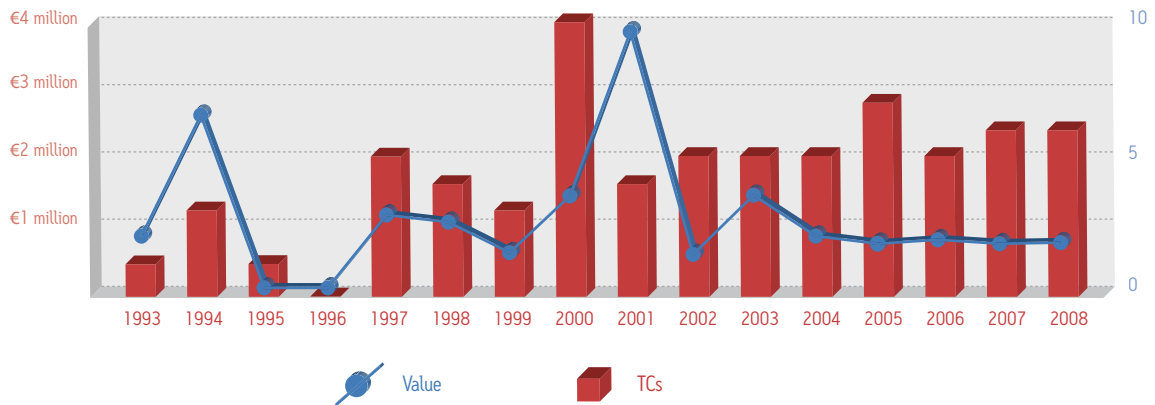


Chart 1.4. Number of TCs and their values per year of operation as a percentage of total value



⁴ See Annex 4 for a complete list of yearly commitments.

Chart 1.5. TC versus value commitments by year



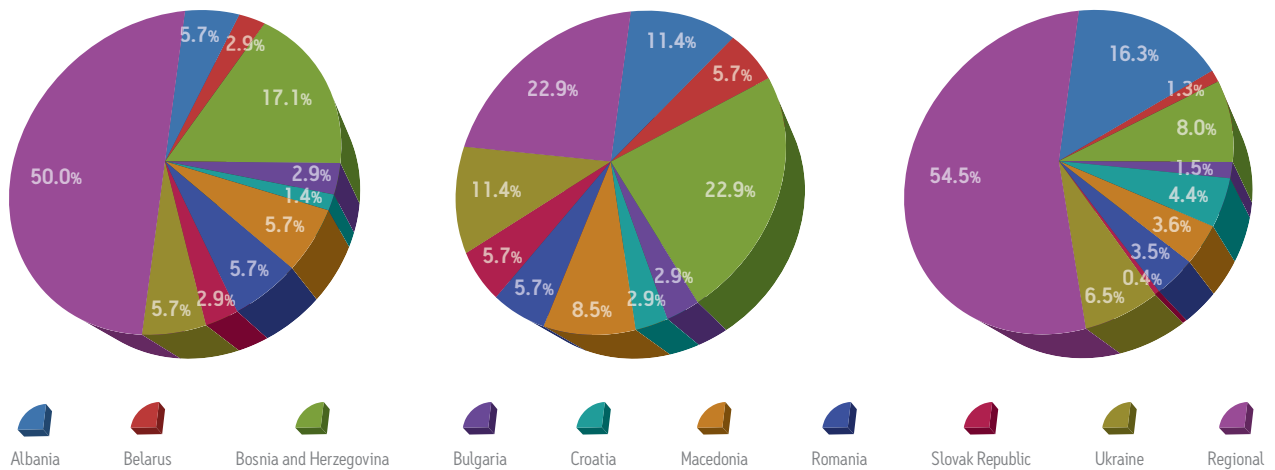
3.1. Geographic distribution

According to the review analysis, the majority of resources, representing €9.0 million, were committed to eight regional operations through 35 TCs. This means that 54 per cent of the total value of the CEI TC Programme was directed towards 23 per cent of the total number of operations, or 50 per cent of the total number of TCs.

The CEI showed its commitment to high priority countries such as Albania, Belarus, Bosnia and Herzegovina, Macedonia and Ukraine, which accounted for 26 TCs (37 per cent of total TCs). These projects supported 21 operations (an impressive 60 per cent of total operations), valued at €5.9 million (36 per cent of the total).

The charts below illustrate the geographic distribution of the TCs and the operations over the period. Annex 5 includes all the data in nominal and percentage values.

Chart 1.6. TC geographic distribution // Chart 1.7. Operation geographic distribution // Chart 1.8. Value geographic distribution



It should be noted that not only the nine countries represented in the charts above have received support from the CEI TC Programme. The operations designed to cover a regional scope have as a target all of the CEI member states. As such, the charts above do not represent single TCs addressed directly at certain countries or generally to entire regions. Looking at the operation numbers as defined in Annex 2, the countries that have benefited from the eight regional operations are:

- 2 entire region
- 3 entire region + EBRD
- 10 Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Slovenia and south-eastern Europe
- 12 entire region + EBRD
- 16 Albania, Belarus, Croatia, Hungary, Poland, Romania and Ukraine
- 19 entire region
- 20 entire region
- 32 Western Balkans, Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia

3.2. Sectors covered

Enterprise development and transport were the sectors that received the highest levels of support.

Enterprise development had the highest number of TCs and they represented the highest value for any sector. The 29 TCs (41 per cent of total TCs), valued at €7.6 million (46 per cent of the total), supported seven enterprise development operations (20 per cent of total operations).

However, with a smaller amount of Euros per operations, the transport sector had the highest number of operations, amounting to 40 per cent of total operations. The 14 operations dedicated to the transport sector were supported through 20 TCs (29 per cent of total TCs) valued at €5.5 million (33 per cent of the total).

The remaining 21 TCs (30 per cent of the total), with a value of €3.5 million (21 per cent of the total), supported 14 operations (40 per cent of the total) in the agriculture, energy, municipal development and general development sectors.

The charts below illustrate the sectors covered by the TCs and the operations over the period reviewed. Annex 6 includes all the relevant data in nominal and percentage values.



Chart 1.9. TC distribution by sector // Chart 1.10. Operation distribution by sector // Chart 1.11. Value distribution by sector

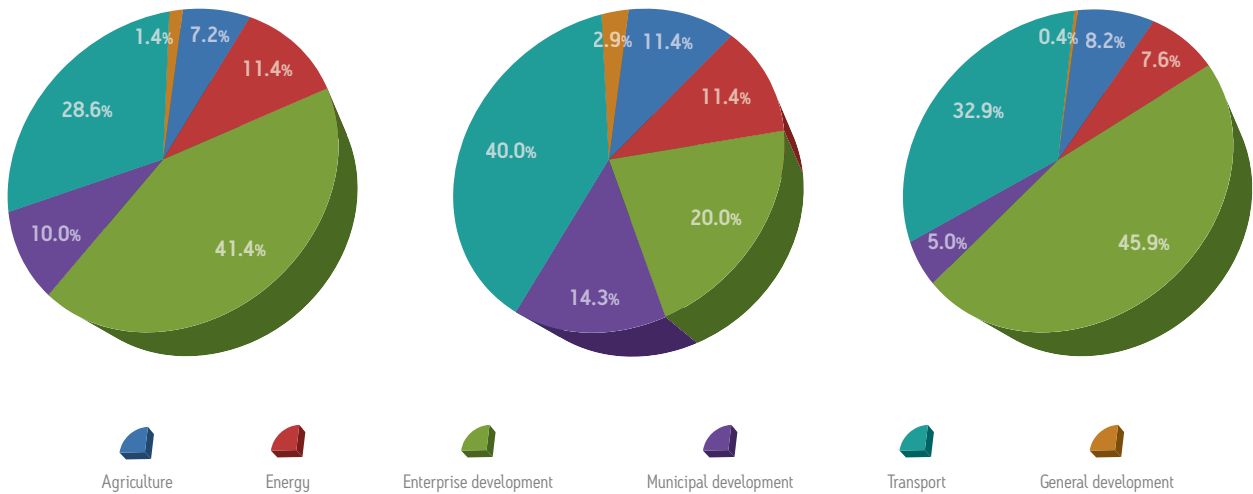


Chart 1.12. Operations versus value distribution by sector

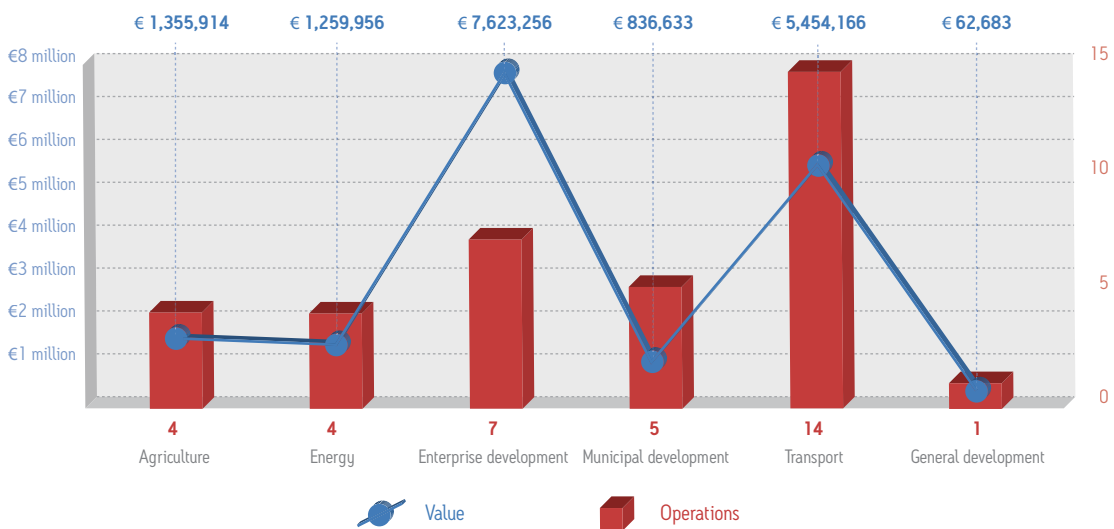


Table 1.1. Sector distribution by years*

Commitment year	Agriculture		Energy		Enterprise development		Municipal development		Transport	
	No of TCs	Value (€)	No of TCs	Value (€)	No of TCs	Value (€)	No of TCs	Value (€)	No of TCs	Value (€)
1993	-	-	-	-	-	-	-	-	1	784,844
1994	-	-	-	-	1	1,910,891	-	-	2	662,105
1995	-	-	-	-	1	19,923	-	-	-	-
1996	-	-	-	-	-	-	-	-	-	-
1997	-	-	2	209,799	2	702,040	-	-	1	182,412
1998	1	737,639	-	-	1	19,594	-	-	1	167,412
1999	-	-	-	-	-	-	-	-	3	529,062
2000	-	-	-	-	10	1,377,057	-	-	-	-
2001	1	464,812	-	-	1	1,243,645	-	-	2	2,109,448
2002	-	-	-	-	5	514,115	-	-	-	-
2003	-	-	-	-	2	1,080,678	-	-	3	309,940
2004	1	57,012	2	467,162	-	-	2	248,093	-	-
2005	1	49,103	1	49,307	4	551,284	-	-	1	19,800
2006	1	47,349	-	-	-	-	2	149,082	2	528,700
2007	-	-	1	196,000	1	8,040	3	439,458	1	20,000
2008	-	-	2	337,688	1	195,990	-	-	3	140,444
Total	5	1,355,914	8	1,259,956	29	7,623,256	7	836,633	20	5,454,166
Average value		271,183		157,495		262,871		119,519		272,708

* Value excludes the single TC operation supporting general development, which was committed in 1998 in the amount of €62,683.

The way in which operations have targeted sectors over the years is also worth analysing, especially as it reflects changes in priorities. Table 1.1 illustrates this pattern.

3.3. Type of support

The majority of resources (80 per cent of committed or disbursed amounts) supported operations focused on capacity building and on implementation of investment projects.

Thirty-four TCs, representing 49 per cent of the total and valued at €9.3 million, were directed towards capacity building. The nine operations that focused on this particular type of support represented 56 per cent of the total euro value of the CEI TC Programme.

By the total number of operations designated, however, the number of operations designated to capacity building (26 per cent of the total) fell short of the 10 operations (29 per cent of the total), which provided assistance in the implementation of investment operations. These operations were supported by 12 TCs (17 per cent of the total) with a value of €4.0 million (24 per cent of the total).

An additional 16 TCs, or 23 per cent of the total number of TCs, supported 12 operations directed towards pre-investment activities. In terms of value, these 34 per cent of all operations represented €2.2 million (13 per cent of the total).

The following charts illustrate the types of support delivered to the operations through the TCs. Annex 7 includes all relevant data in nominal and percentage terms.



Chart 1.13. TC distribution by type of support // Chart 1.14. Operation distribution by type of support // Chart 1.15. Value distribution by type of support

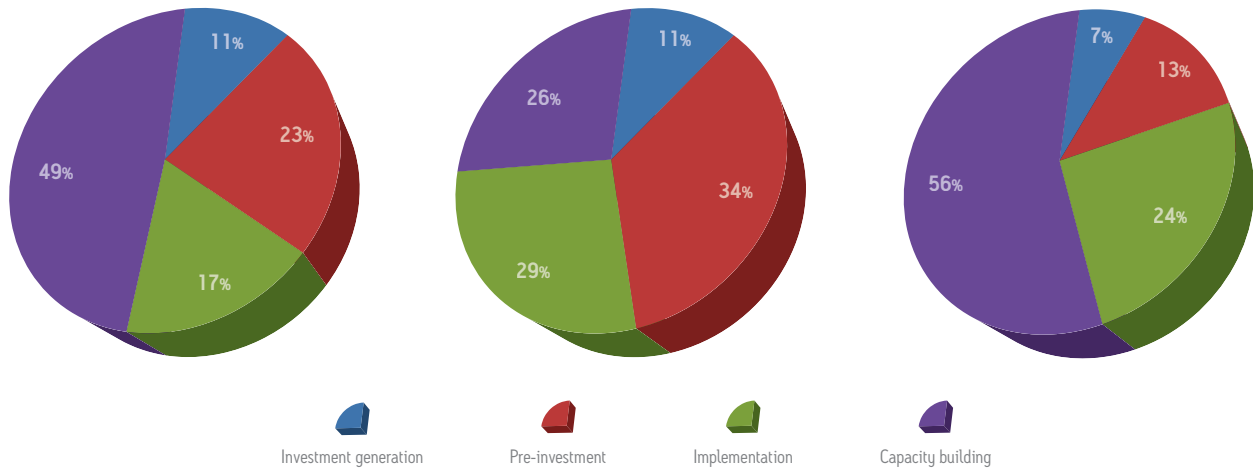


Chart 1.16. Operations versus value distribution by type of support

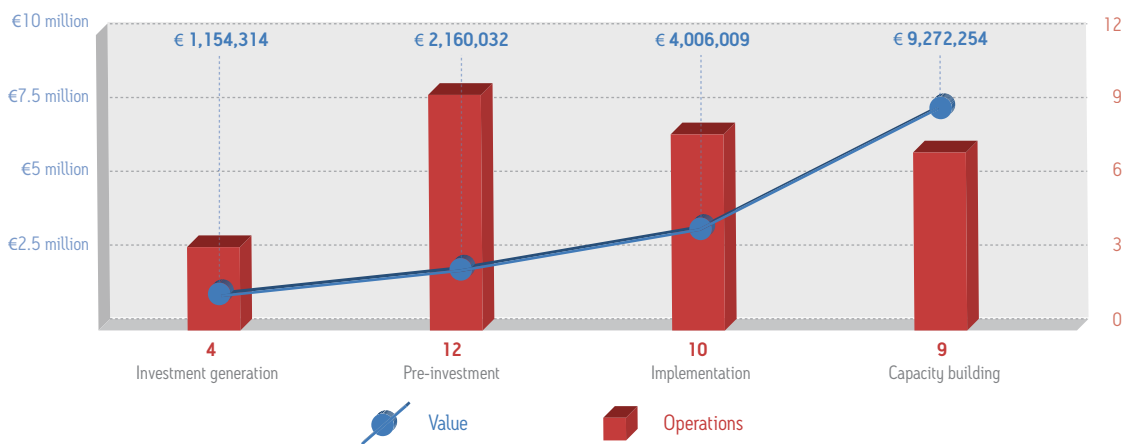


Table 1.2. Type of support distribution by years

Commitment year	Investment generation		Pre-investment		Implementation		Capacity building	
	No of TCs	Value (€)	No of TCs	Value (€)	No of TCs	Value (€)	No of TCs	Value (€)
1993	-	-	1	784,844	-	-	-	-
1994	-	-	-	-	-	-	3	2,572,996
1995	-	-	1	19,923	-	-	-	-
1996	-	-	-	-	-	-	-	-
1997	-	-	-	-	3	392,211	2	702,040
1998	-	-	1	62,683	2	905,050	1	19,594
1999	-	-	-	-	3	529,062	-	-
2000	-	-	-	-	1	268,586	9	1,108,471
2001	-	-	1	409,448	1	1,700,000	2	1,708,457
2002	-	-	-	-	-	-	5	514,115
2003	-	-	1	16,099	-	-	4	1,374,519
2004	3	524,174	2	248,093	-	-	-	-
2005	1	49,103	2	69,107	1	15,110	3	536,174
2006	1	47,349	1	279,950	-	-	3	397,832
2007	1	196,000	3	129,440	-	-	2	338,058
2008	2	337,688	3	140,444	1	195,990	-	-
Total	8	1,154,314	16	2,160,032	12	4,006,009	34	9,272,254
Average value		144,289		135,002		333,834		272,713

As in the case of the analysis by sectors covered, in the case of type of support distribution, it is important to look at the way TCs and value have targeted one area versus another chronologically. Table 1.2 shows this distribution.

3.4. Performance indicators

Based on the review of the standard monitoring documents, particularly the Standard Completion Report, five primary performance indicators were singled out and analysed for all of the TCs and the operations.

- overall outcome of the TC project
- management of the TC (preparation, supervision and monitoring)
- level of the client's commitment

- the overall performance of consultants, and
- value for money of the consultants' output

As each indicator is discussed separately below, they are defined according to the Standard Completion Report, which refers to them. Table 1.4 shows the distribution of performance ratings by operations in chronological order. However, Annex 8 includes the distribution of performance indicators' ratings by country, sector and type of support, as well as the distributions of TCs, operations and value by each rank of performance.

A final piece of analysis looked at the distribution of TCs and value according to the levels of both types of support and sectors. This review shows the pairing of the sectors of priority and of the types of support most employed by the CEI. Thus, capacity building and implementation have been used most effectively in transport and enterprise development projects. Table 1.3 shows these relations.

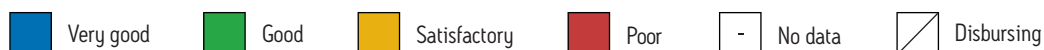
Table 1.3. Sectors versus type of support distribution

vvtSector	Investment generation			Pre-investment			Implementation			Capacity building			Total		
	No of TCs	No of operations	Value (€)	No of TCs	No of operations	Value (€)	No of TCs	No of operations	Value (€)	No of TCs	No of operations	Value (€)	No of TCs	No of operations	Value (€)
Agriculture	2	1	104,361	-	-	-	1	1	737,639	2	2	513,915	5	4	1,355,914
Energy	5	2	1,000,850	1	1	49,307	2	1	209,799	-	-	-	8	4	1,259,956
Enterprise development	-	-	-	1	1	19,923	3	3	479,686	25	3	7,123,646	29	7	7,623,256
Municipal development	-	-	-	4	3	357,533	-	-	-	3	2	479,100	7	5	836,633
Transport	-	-	-	9	6	1,670,585	6	5	2,578,885	5	3	1,204,696	20	14	5,454,166
General development	-	-	-	1	1	62,683	-	-	-	-	-	-	1	1	62,683
Total	7	3	1,105,211	16	12	2,160,032	12	10	4,006,009	35	10	9,321,357	70	35	16,592,609
%	10	9	7	23	34	13	17	29	24	50	29	56			
Average value per operation	368,404			180,003			400,601			932,136			474,075		



Table 1.4. Performance indicators by operations in chronological order

Operation number	Country of operation	Sector	Type of support	First commitment year	Number of TCs	Management of TC	Overall outcome	Client's commitment	Consultant performance	Value for money	Value (€)
1	Ukraine	Transport	Pre-investment	1	1993	Yellow	Red	Yellow	Yellow	Green	784,844
2	Regional	Transport	Capacity building	2	1994	Red	Green	Yellow	Yellow	Green	662,105
3	Regional	Enterprise development	Capacity building	3	1994	Green	Blue	Blue	Green	Blue	2,612,930
4	Slovak Republic	Enterprise development	Pre-investment	1	1995	Green	Green	Red	Yellow	Blue	19,923
5	Ukraine	Transport	Implementation	1	1997	Green	Yellow	Yellow	Green	Green	182,412
6	Bosnia and Herzegovina	Energy	Implementation	2	1997	Yellow	Green	Green	Red	Yellow	209,799
7	Bosnia and Herzegovina	General development	Pre-investment	1	1998	-	-	-	-	-	62,683
8	Bosnia and Herzegovina	Transport	Implementation	1	1998	Blue	Blue	Blue	Blue	Blue	167,412
9	Croatia	Agriculture	Implementation	1	1998	-	-	-	-	-	737,639
10	Regional	Enterprise development	Capacity building	21	1998	Green	Green	Green	Green	Green	4,105,746
11	Bosnia and Herzegovina	Transport	Implementation	2	1999	Blue	Blue	Green	Green	Yellow	439,971
12	Regional	Transport	Implementation	1	1999	Green	Green	Green	Green	Green	89,091
13	Albania	Enterprise development	Implementation	1	2000	Green	Green	Green	Green	Green	268,586
14	Romania	Transport	Pre-investment	2	2001	Green	Green	Blue	Green	Green	425,547
15	Albania	Transport	Implementation	1	2001	Green	Green	Green	Green	Green	1,700,000
16	Regional	Agriculture	Capacity building	1	2001	Green	Yellow	Yellow	Green	Yellow	464,812
17	Macedonia	Transport	Capacity building	2	2003	Green	Green	Blue	Green	Green	293,841
18	Bulgaria	Municipal development	Pre-investment	2	2004	Green	Green	Green	Green	Green	248,093
19	Regional	Agriculture	Investment generation	2	2004	/	/	/	/	/	104,361
20	Regional	Energy	Investment generation	4	2004	Green	Green	Green	Blue	/	804,850
21	Belarus	Enterprise development	Implementation	1	2005	Yellow	Green	Green	Red	Red	15,110
22	Albania	Enterprise development	Capacity building	1	2005	Red	Yellow	Red	Red	Red	404,970
23	Bosnia and Herzegovina	Transport	Pre-investment	1	2005	Green	Green	Blue	Blue	Green	19,800
24	Bosnia and Herzegovina	Agriculture	Investment generation	1	2005	Yellow	Green	Green	Green	Green	49,103
25	Slovak Republic	Energy	Pre-investment	1	2005	Green	Green	Green	Green	Green	49,307
26	Macedonia	Transport	Capacity building	1	2006	/	/	/	/	/	248,750
27	Romania	Municipal development	Capacity building	2	2006	Green	Green	Green	Green	Green	149,082
28	Bosnia and Herzegovina	Transport	Pre-investment	2	2006	Green	Green	Green	Green	Green	299,950
29	Ukraine	Municipal development	Pre-investment	1	2007	Blue	Blue	Blue	Blue	Blue	49,440
30	Albania	Municipal development	Capacity building	1	2007	Green	Green	Green	Blue	Blue	330,018
31	Ukraine	Municipal development	Pre-investment	1	2007	Green	Yellow	Yellow	Green	Yellow	60,000
32	Regional	Energy	Investment generation	1	2007	Blue	Blue	Blue	Green	Blue	196,000
33	Bosnia and Herzegovina	Transport	Pre-investment	2	2008	Blue	/	Green	Blue	/	92,039
34	Belarus	Enterprise development	Implementation	1	2008	Yellow	/	Green	/	/	195,990
35	Macedonia	Transport	Pre-investment	1	2008	Green	/	Green	Green	/	48,405



3.4.1. Overall outcome of the TC Project

An evaluation of an assignment's overall outcome is requested in the Standard Completion Report⁵ under the section "Assessment of Outputs". The following two questions are the last standard questions of the Completion Report, just above the section dedicated to lessons learned. The first question is answered with a standard response, which was used in this review. The second question was used, for the purpose of this review, as an insight into the elements taken into account in the answer to the first question.

*How do you categorise the assignment's overall outcome?
Justify this overall rating.*

For the overall outcome of the TC, 71 per cent of the TCs, valued at €12.4 million, were rated as "good". This means that 75 per cent of the total value invested in the CEI TC Programme created a "good" overall outcome. The value remains significant in terms of number of operations, as it surpasses half of the total, at 57 per cent.

The programme also fares well in the "very good" ranking. Ten per cent of the TCs, valued at €944,900, scored this rating in the overall outcome criteria. Although this represents a mere 6 per cent of the total value of TCs, it also shows that 14 per cent of the operations had "very good" overall outcomes.

On the other side of the spectrum, only 4 per cent of the TCs, supporting 6 per cent of the operations, were rated as delivering a "poor" overall outcome. In terms of value, this represents €1.1 million, or 6 per cent of the total value.

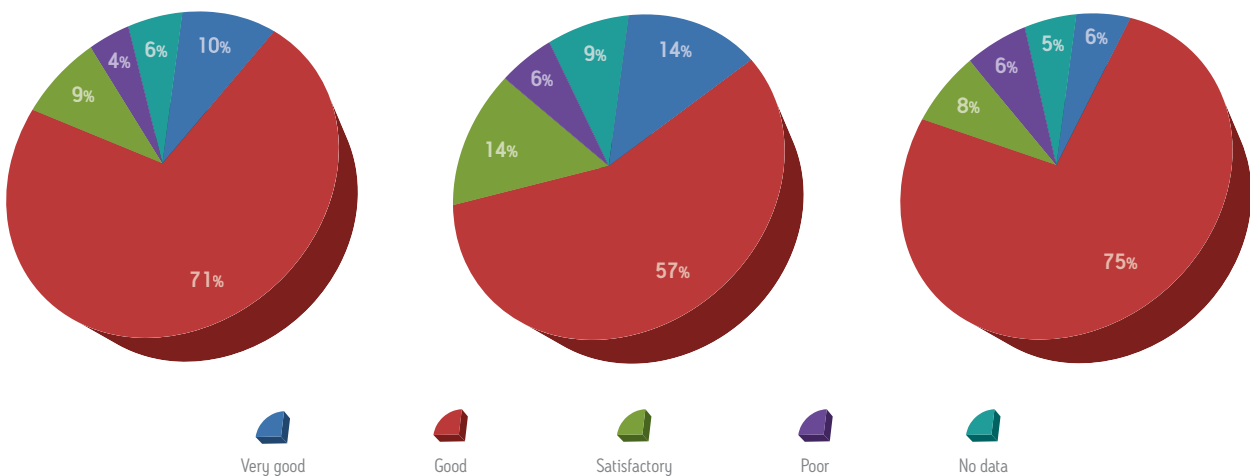
An additional 6 per cent of TCs, supporting 9 per cent of the operations, had no monitoring data for this indicator. This means that for €904,700 (5 per cent of the total value) it was not possible to quantify the overall outcome.



In conclusion, 90 per cent of the TCs, supporting 85 per cent of the operations, were rated as having an overall outcome that was satisfactory or better.

The charts below illustrate the findings of the analysis for this indicator.

Chart 1.17. TC distribution by overall outcome ratings // Chart 1.18. Operation distribution by overall outcome ratings // Chart 1.19. Value distribution by overall outcome ratings



⁵ A blank Standard Completion Report can be found in Annex 1 of this review.

3.4.2. Management of the TCs

An evaluation of an assignment’s management is requested in the Standard Completion Report under the section “Assessment of Inputs”. The following two questions appear in the Completion Report. The first question is answered with a standard response, which was used in this review. The second question was used, for the purpose of this review, as an insight into the elements taken into account in the answer to the first question.

*How do you rate the Bank’s performance in terms of preparation and monitoring of the assignment?
Justify this rating.*

What would you change with regard to design and monitoring if you were to handle a similar assignment in the future?



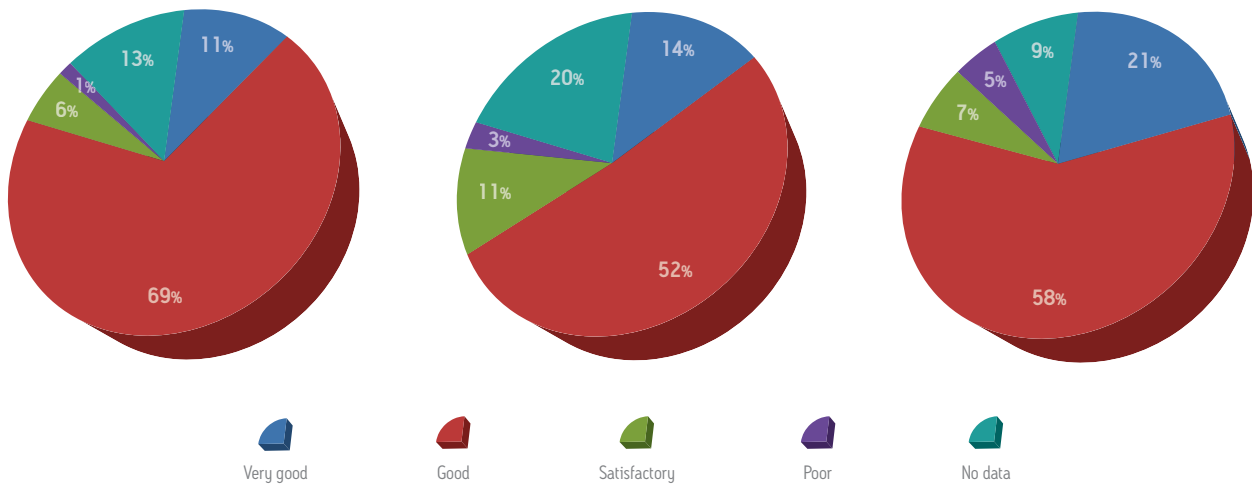
In terms of management of the TCs, 80 per cent of the TCs, valued at €13.2 million were rated as “good” or “very good”. This means that 80

per cent of the total value of the Programme, supporting 66 per cent of the operations, has fared as satisfactory or better in this criterion.

Most notably, only one single-TC operation, valued at €784,800 (5 per cent of the total value), ranked as “poor” for this indicator. However, there were no monitoring data for TC management for 13 per cent of the TCs, valued at €1.5 million (9 per cent of the total value).

The following charts illustrate the findings of the analysis for this indicator.

Chart 1.20. TC distribution by management ratings // Chart 1.21. Operation distribution by management ratings // Chart 1.22. Value distribution by management ratings



3.4.3. Level of client’s commitment

Eighty-three per cent of the TCs, with a value of €13.1 million, were rated as having “good” or “very good” levels of client commitment. Seventy-nine per cent of the total value invested in the CEI TC Programme and 71 per cent of the operations undertaken by the Programme fall in this category.

At the other end of the spectrum, only two single-TC operations were rated as “poor” for this indicator. In terms of value, this represented only €424,900, or 3 per cent of the total value.

Lastly, there were no monitoring data for the level of the client’s commitment for 6 per cent of TCs. This means that no judgment can be made on €904,700 invested, or 5 per cent of the total value.

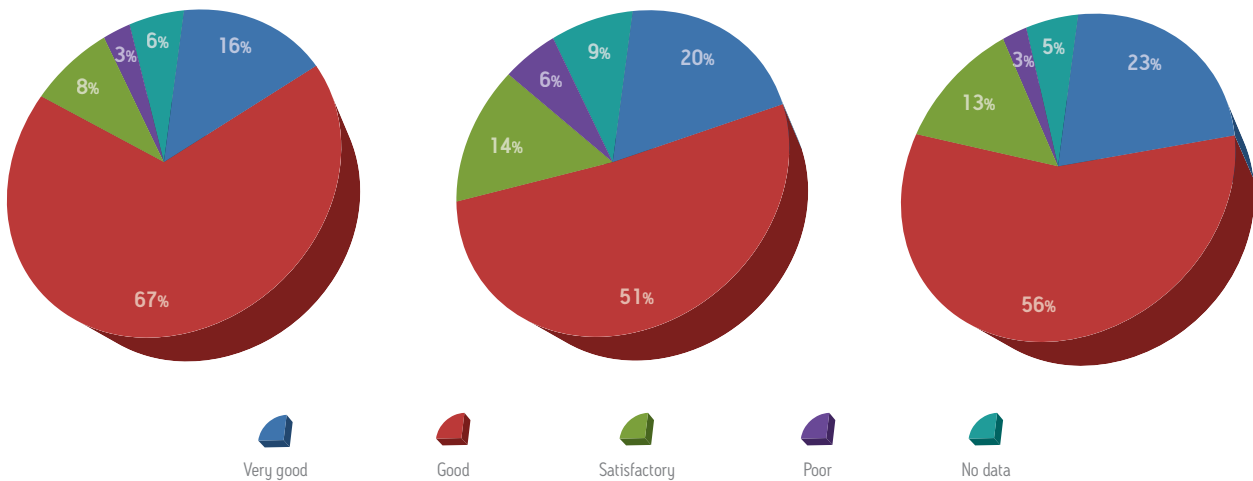
The following charts illustrate the findings of the analysis for this indicator.

An evaluation of the level of the local client’s commitment associated with an assignment is requested in the Standard Completion Report under the section “Assessment of Inputs”. The following two questions appear in the Completion Report. The first question is answered with a standard response, which was used in this review. The second question was used, for the purpose of this review, as an insight into the elements taken into account in the answer to the first question.

Level of local client’s commitment during design and implementation.

Justify your rating of the client’s commitment. Comment on the client’s involvement during Terms of Reference design, consultant selection and implementation.

Chart 1.23. TC distribution by client's commitment ratings // Chart 1.24. Operation distribution by client's commitment ratings // Chart 1.25. Value distribution by client's commitment ratings



3.4.4. Consultants' overall performance

An evaluation of the consultant's overall performance associated with a TC assignment is requested in the Standard Completion Report under the section "Assessment of Inputs". The following question appears in the Completion Report.

Overall rating of the consultant's performance.

In evaluating a consultant's performance, the Standard Completion Report asks for various pieces of information. Although this review has decided to discuss only consultants' overall performance and value for consultant money, it has also analysed the following questions in the section "Assessment of Inputs":

- Quality and timeliness of consultant's deliverables*
- Consultant's organisation and execution of task*
- Consultant's overall compliance with the Terms of Reference*
- Would you recommend the consultant for other, similar assignments*

The answers to these questions have been included in the review. In fact, they have sometimes influenced the rating considered for the consultant's overall performance or value for consultant money.

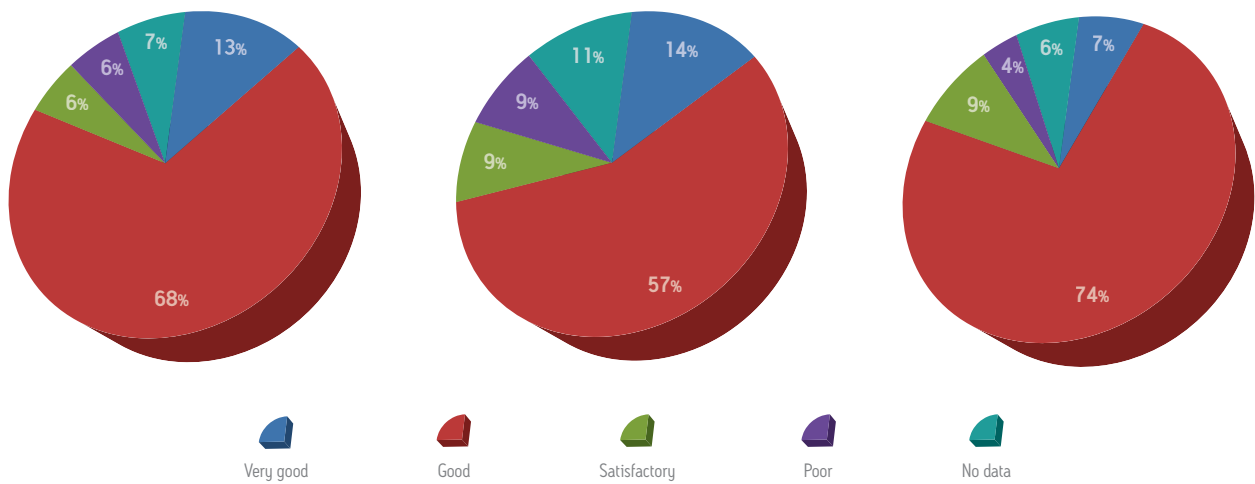


Eighty-one per cent of the TCs, valued at €13.4 million (81 per cent of total value) and supporting 71 per cent of the operations, rated the consultants' overall performance as "good" or "very good". This is all the more impressive when analysing the number of TCs ranked as "poor" for this indicator. Only four TCs, supporting three operations (9 per cent of the total), were rated as "poor" for this indicator. These represented a value of €629,900 (4 per cent of the total value).

There were no monitoring data for this indicator in 7 per cent of the TCs, valued at €1.1 million (7 per cent of the total value).

The following charts illustrate the findings of the analysis for this indicator.

Chart 1.26. TC distribution by consultants' overall performance ratings // Chart 1.27. Operation distribution by consultants' overall performance ratings // Chart 1.28. Value distribution by consultants' overall performance ratings



3.4.5. Value for money of consultants' output

An evaluation of an assignment's value for consultant money is requested in the Standard Completion Report under the section "Assessment of Inputs". The following question appears in the Completion Report.

How do you rate the 'value for consultant money' of this assignment?

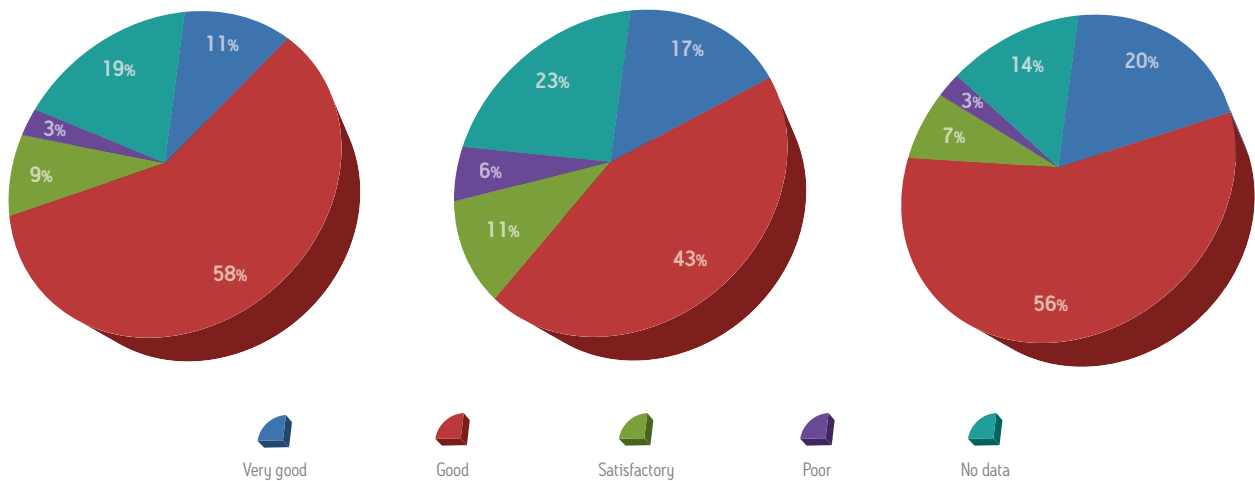
TC projects were also highly rated in terms of value for money spent on the consultants' output. Seventy per cent of the TCs, valued at €12.7 million, were considered as having generated "good" or "very good" value for money. In percentages, this means that 76 per cent of the total value invested in CEI TCs, or 60 per cent of the operations undertaken, created at least good value.

Only two single TC operations were rated as "poor" for this indicator. These represented a value of €420,100 (3 per cent of the total value). However, there were no monitoring data for this indicator in 19 per cent of TCs valued at €2.3 million (14 per cent of total value).

The charts below illustrate the findings of the analysis for this indicator.



Chart 1.29. TC distribution by value for money of consultants' output ratings // Chart 1.30. Operation distribution by value for money of consultants' output ratings // Chart 1.31. Value distribution by value for money of consultants' output ratings



3.5. Evaluation and Impact Reports

Special reports and evaluations of the CEI or the EBRD, which concerned parts of the TC Programme, were used as a verification tool for this review. As they did not have consistent indicators and measures and covered only a small fraction of the TCs, these reports could not be used in a more substantial way. However, as a double-checking tool, they proved very useful and helped to test the data from the standard reports.⁶

Twelve TCs (17 per cent of the total), with a value of €2.0 million, or 12 per cent of the Programme's value, have been evaluated by the CEI. These represent nine operations, or 28 per cent of the total. Additionally, one operation valued at €804,900 was the subject of an impact assess-

ment carried out by CEI consultants. Furthermore, an operation valued at €4.1 million, and which was supported by 21 TCs (31 per cent of the total), has been reviewed in special studies by the EBRD's Project Evaluation Department.

All these studies were carried out some time after the completion of the TCs and therefore focused less on the monitoring of the implementation of the actual TCs and rather more on the actual results of the entire projects/investments that the TCs or their entire operations had supported and generated. The findings of these evaluations and project reports were compared with the monitoring indicators in this review. Table 1.5 below illustrates the comparison with the evaluations and special project studies.

Table 1.5. Evaluations and special projects studies versus standard indicators

										CEI	
9	1	Croatia	Agriculture	Implementation							Unsuccessful
14	2	Romania	Transport	Pre-investment	Good	Good	Very good	Good	Good		Successful
17	2	Macedonia	Transport	Capacity building	Good	Good	Very good	Good	Good		Highly successful
18	2*	Bulgaria	Municipal development	Pre-investment	Good	Good	Good	Good	Good		Successful
21	1	Belarus	Enterprise development	Implementation	Satisfactory	Good	Good	Poor	Poor		Partly Successful
23	1	Bosnia and Herzegovina	Transport	Pre-investment	Good	Good	Very good	Very good	Good		Highly successful
24	1	Bosnia and Herzegovina	Agriculture	Investment generation	Satisfactory	Good	Good	Good	Good		Partly Successful
25	1	Slovak Republic	Energy	Pre-investment	Good	Good	Good	Good	Good		Highly successful
27	2*	Romania	Municipal development	Capacity building	Good	Good	Good	Good	Good		Highly successful
CEI/consultant											
20	4	Regional	Energy	Investment generation	Disbursing	Disbursing	Disbursing	Disbursing	Very good		Successful
EBRD											
10	21	Regional	Enterprise development	Capacity building	Good	Good	Good	Good	Good		Satisfactory/highly satisfactory



As shown in Table 1.5, the ratings from these post-implementation evaluations and studies were generally in line with the monitoring indicators used for this review. In three cases there was some difference in the rating of the overall outcome. The monitoring indicators gave a rating of "good", while the evaluations ranked them as "highly successful". These ratings were reviewed further and it was clear that the monitoring indicators referred only to the TCs/operations, while the evaluations referred to the entire investment project, which the TCs/operations had supported. This could only have been determined some time after the completion of the

investment projects and it would not have been possible to factor this into the TC monitoring indicators.

3.6. Other indicators

In addition to the primary performance indicators, which were reported in the standard monitoring documents, three additional aspects of the TC Programme were analysed. They were based on data and information

⁶ Special report used: *Business Advisory Service Programme Regional* (April 2007); *TurnAround Management Programme Regional* (April 2004); *CEI Technical Cooperation Projects Evaluation Report* (March 2009); and the *Impact Assessment of Energy Audits Programme* (May 2009).

derived from the monitoring documents and from other source material covering the TCs and their related investments:

- implementation duration of the TCs
- lessons learned, and
- quality of the monitoring documentation

3.6.1. Implementation duration of the TCs

The monitoring documentation did not provide for a planned implementation schedule. This made it impossible to monitor the implementation duration against planned benchmarks. However, the monitoring data recorded the commitment start date and, for all closed TC projects, the commitment closure date. From these pieces of information the actual implementation duration was derived.

Implementation durations ranged from four months to 129 months. The average duration for the TC Programme was 35.6 months per TC. The average value of the closed TCs was €255,900. This represents an average value of about €85,000 per TC per year of implementation.

There was an understandable correlation between the size of TCs and their implementation duration. TCs whose implementation lasted 12 months or less had an average value of €72,300. These TCs, however, accounted for only 14 per cent of the closed TCs and represented only 4 per cent of the total value of all closed TCs. On the other hand, TCs whose implementation lasted 73 months or more had an average value of €772,100.

The majority of TCs (65 per cent) were completed in under 36 months. However these represented only 25 per cent of the total value of all closed TCs. This may infer that most funds invested in CEI TCs went into complex operations requiring longer periods of implementation.

Sixty-nine per cent of the Programme's resources were committed for over 37 months and in eight cases (11 per cent of TCs) valued at €6.2 million (40 per cent of the total value of closed TCs, or 37 per cent of the TC



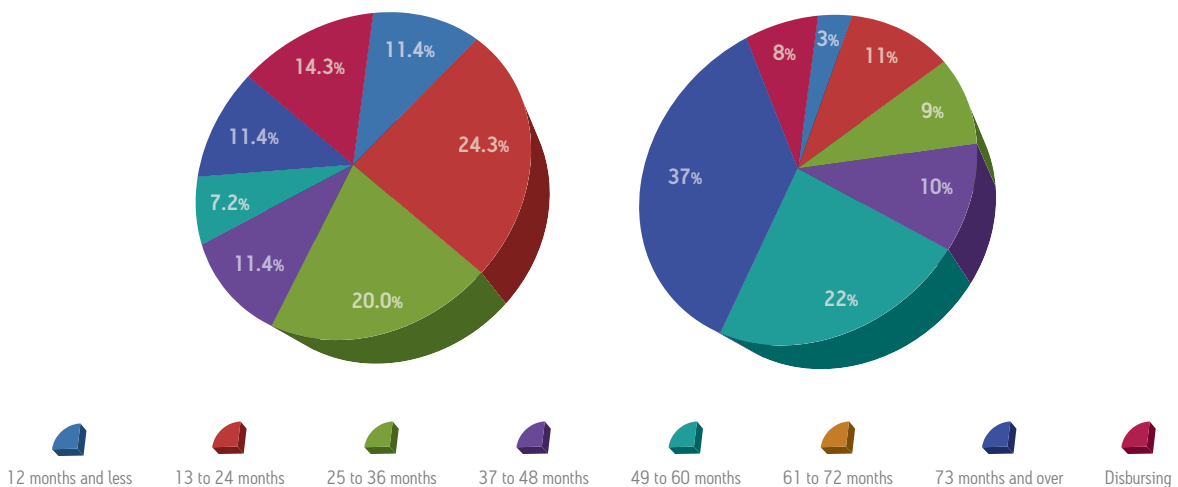
Programme's value), for over 73 months. For TC projects that mainly finance the services of consultants these ratios may be within acceptable norms.

No relevant correlation could be found between the implementation duration of TCs and any of the performance indicators.

Small value TCs with durations in excess of the average for their size were in most cases part of a multi-TC operation with larger value TCs. This would seem to imply that in such operations, commitment closure may often be postponed as long as the operation was still being implemented.

The charts below illustrate the findings from the analysis of the implementation duration of the TC Programme.⁷

Chart 1.32. TC distribution by duration of implementation* // Chart 1.33. Value distribution by duration of implementation*



*No projects lasted between 61 and 72 months.

⁷ See also Annex 9. TC and value distribution by implementation duration.



3.6.2. Lessons learned

The lessons learned, as recorded in the Standard Completion Reports and the Evaluation Reports, were reviewed in order to identify generic or recurring issues and recommendations.

Of the 70 TCs in the review, 10 are still disbursing and therefore have no Completion Reports. Of the 60 closed TCs, no Standard Completion Reports could be retrieved for 25 of them. Additionally, ten TCs recorded no lessons learned and five others recorded lessons learned that were very specific to the operation concerned. It should also be noted that the 21 TCs which supported the TAM and BAS programmes, for which there were no Completion Reports, and which were managed, monitored and evaluated as two single programmes, recorded no lessons learned in any of the EBRD reports.

A total of 29 TCs (48 per cent of the closed TCs) were covered in the review of lessons learned. In addition to the 20 TCs that recorded lessons learned, Evaluation Reports covering nine TCs were reviewed.

Generic or recurring issues in five main areas were highlighted. These areas included:

- monitoring
- client commitment and cooperation between stakeholders
- planning and design of TC projects
- time as a critical factor, and
- role of the EBRD and the CEI

Monitoring

The issues and recommendations relating to the monitoring of TC projects, as raised in 17 TCs (29 per cent of the closed TCs), refer to a few general principles. First, close monitoring is signalled as being required in the early stages of a study so that corrective action can be taken in a timely manner. Additionally, it is recommended to attach a draft Monitoring Report to the Terms of Reference (TOR). This Report could create the basis on which the consultant would report progress to the Bank.

Another recommendation signalled that monitoring could have been handled with more focus and care. This echoed the suggestion to involve

the Operation Leader in the monitoring process. Generally, proactive and continuous monitoring appears to be regarded as a key determinant of the success of a project. Lastly, the evaluation also expressed concern about reporting and evaluation, and called for the hiring of individual consultants for the purposes of better control.

Client commitment and cooperation between stakeholders

The issues and recommendations relating to client commitment and cooperation between stakeholders, as raised in 10 TCs (17 per cent of the closed TCs), identified some general lessons learned. First, interactive work involving all relevant partners is suggested as a good path to a successful outcome. Second, the experience of those TCs proved that committed client support, along with reputable international consultants, proved to be a key driver of success. Close cooperation and coordination among all stakeholders is also suggested as another key element for the success of a TC. In conclusion, active involvement of the client and good communication between the consultant, the client and EBRD are recommended as essential for the success of a TC.

Planning and design of TC projects

The issues and recommendations relating to the planning and design of TC projects, as raised in seven TCs (12 per cent of closed TCs), identified as a possible solution an increased focus on contract details and deliverables in contract negotiations. In general, careful planning of further projects appears to be recommended, with a particular focus on cooperation between all parties at preparation. Specifically, it was recommended that certain studies should be structured in two phases in order to create another test phase before proceeding with the final stages of implementation.

Time as a critical factor

The issues and recommendations relating to time as a critical factor in TC projects, which were identified by five TCs (8 per cent of closed TCs), clearly stated that time is one of the most important issues when preparing an

assignment. Consequently, when an unrealistically short time was envisaged for the initial objectives, this resulted in a need to change the project's objectives. Another issue raised referred to the slow implementation of the TC and changes in management. These elements meant that the full expected impact of the TC had not been realised. A specific recommendation suggested the inclusion of break clauses in the assessment/time frame to ensure all parties remain focused and allow for follow-up. In conclusion, brief and concise assignments implemented on time were regarded as a significant contribution to project preparation.

Role of EBRD and CEI

The issues and recommendations relating to the role of EBRD and CEI in TC projects, as raised in two TCs, generated three significant conclusions. First, the respective completion reports suggest that the inclusion of the consultancy contract as part of the financing of a project should be used to give the Bank more influence and the client a better ownership, should issues arise between the client and the consultants. Second, recorded findings advised that the transfer of CEI funds for project management by other IFIs may impede the process of monitoring and reporting on the progress and results of any initiative. Lastly, it has been suggested that the CEI should not be required to be an OL of a TC assignment.

3.6.3. Quality of monitoring documentation

The monitoring documentation used in the review consisted of:

- Standard Commitment Reports
- Standard Progress Reports, and
- Standard Completion Reports

In addition, the following project reports were consulted:

- Final and Project Status Reports
- Special Studies Reports

- Impact Assessments, and
- Evaluation Reports

Retrieval of the standard monitoring documents was the most difficult part of the exercise undertaken for the present Retrospective Review⁸. About six months were needed to retrieve Standard Completion Reports for the closed TCs and Standard Progress Reports for disbursing TCs.

For three completed operations, which were supported by 23 TCs (33 per cent of the total TCs), no Standard Completion Reports had apparently ever been prepared. Additionally, one TC, which had been committed in 2004 and was still disbursing, had no Standard Progress Reports. The authors of the present report understand that this arrangement was agreed by the CEI. However, the alternative project reports that had been used for these TCs could not be considered as meeting the standards of a monitoring report. More importantly, they did not provide the level or quality of data and information required for adequate monitoring of a project, or the standardisation of values for performance indicators.

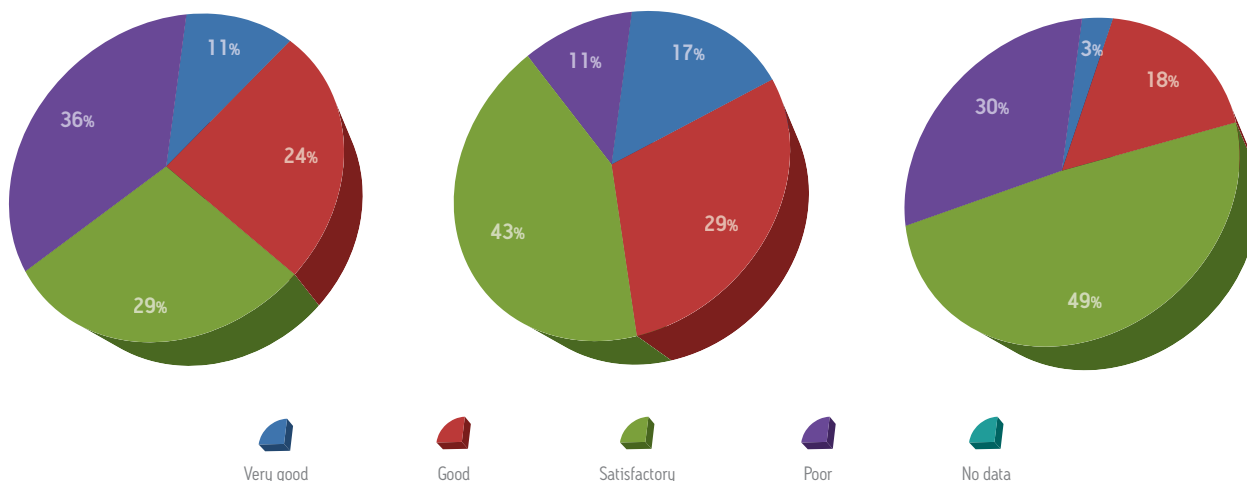
One of the TCs for which there were no monitoring reports has been evaluated by the CEI. The evaluation rated this project as "unsuccessful" and stated in the report: "Project monitoring appears as an exercise that was sporadically undertaken. (...) The tensions between the different parties were closely followed (...) yet there was no systemic monitoring."

TCs without standard monitoring reports represented a value of €4.9 million (29 per cent of the total value). The reasons behind the decision not to monitor TCs supporting operations as large as these and subject them to the indicators in the Standard Progress Report and the Standard Completion Report remain unclear.

The monitoring documentation for the remaining TCs and operations was generally satisfactory or even better. Thirty-six per cent of the TCs, representing a value of €3.5 million (21 per cent of the total value) and supporting 16 operations (46 per cent of the total number), were rated as "good" or "very good".

The charts below illustrate the results of the analysis of the monitoring documentation for the TC Programme. Annex 10 includes all relevant data in both nominal and percentage values.

Chart 1.34. TC distribution by quality of monitoring documentation // Chart 1.35. Operation distribution by quality of monitoring documentation // Chart 1.36. Value distribution by quality of monitoring documentation



⁸ The confidential information about international investments related to CEI TCs is not part of this analysis.

3.7. Retrospective Review of the TC Programme

3.7.1 Main findings

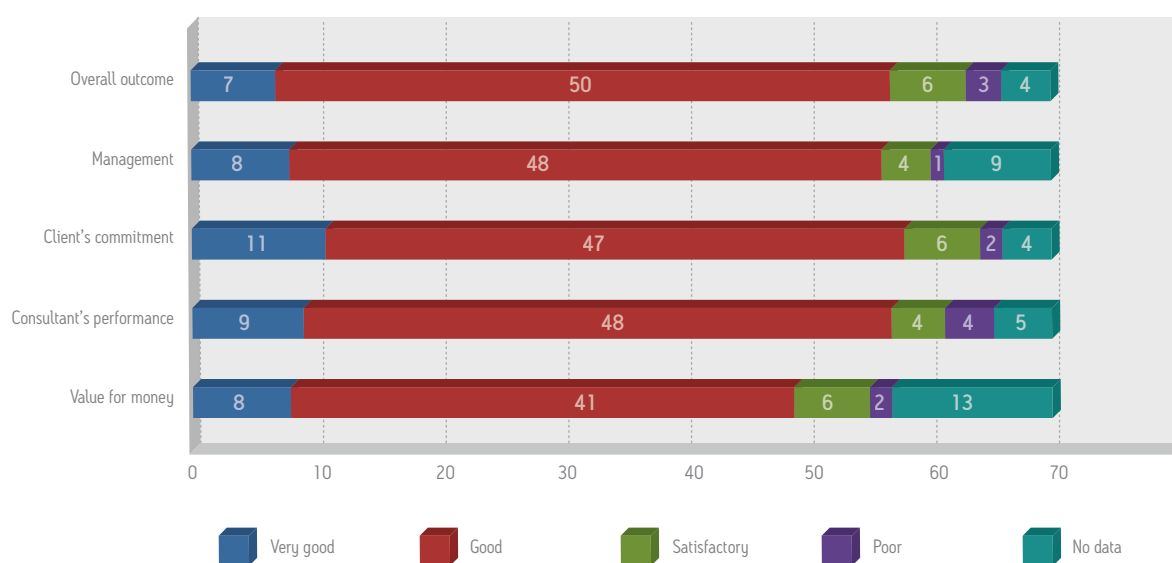
A lot of information has been brought out during the review of the CEI TC Programme. However, the Retrospective Review identified three main points, reflecting the three aspects discussed in the *General overview* of this chapter on page 13.

1. **The Retrospective Review found that the projects conducted under the TC Programme have been in line with the CEI's objectives and strategies and with those of the EBRD, and that they have followed the CEI's stated goals in terms of sector, geographic and type of**

support priorities. Regional cooperation projects have received the largest share of funds and of operations. They were closely followed by the countries of the Western Balkans, and by the CEI countries that are not included so far in the next round of EU enlargement (Belarus, Moldova and Ukraine). Second, enterprise development and transport were the leading sectors in terms of the number of TCs and value of investments. Lastly, the CEI has prioritised support towards capacity building and implementation of projects.

2. **According to standard reports, the CEI TC Programme recorded very high levels of performance.** With the exception of value for money for consultant's output, over 80 per cent of TCs were rated as "good" or "very good" for all standard performance indicators. These findings are summarised in Chart 1.37.

Chart 1.37. TC distribution by all standard performance indicators



3. **The lessons learned, as taken from standard reports, have not identified any major recurring issues, with the possible exception of monitoring.** This means that, in all stages of implementation, TCs sponsored through the CEI Fund are generally performing well. Monitoring appears to be a challenge for the Fund's management and is discussed in greater detail below.

3.7.2 The way ahead

The review process confirmed a general positive performance by the TC Programme. Some pitfalls in CEI TC data processing and archives, however, should be addressed, in order to further improve the access to information related to the Programme itself.

The TC commitment process, mainly coding and documentation procedures, is currently registered with no coding distinction between TCs and operational expenditures, distorting TC data and rendering any initial review or analysis of the TC Programme impossible.

The confusion between codes for TCs and for operational expenses might be addressed simply by coding commitments for non-TC commitments with a different code reference. This simple process would simpli-

fy future consultations of CEI TC archives and data would be more easily available for analysis.

A related possible measure to be considered in order to ameliorate access to the CEI TC data archives concerns the possibility of grouping similar operations with a single code.

As shown in the present review, in a number of cases, two or more TC projects support a single operation (for example, the TAM/BAS programmes with 21 TCs, and energy audits with four TCs). Listing each of these TCs as a separate project distorts any review or comparative analysis of the TC Programme. This approach may generate statistical errors or it may result in double counting of data such as related investments. In many of these cases, the monitoring and evaluation documentation from the CEI or the EBRD covers the operation as a whole, rather than each TC separately, therefore strengthening the argument for the need to group these "multiple TCs" with a common identification code.

As a conclusion, introducing an operation code in addition to the TC code could solve the problem of different codes for the same TC operations. Alternatively, the same TC code could be used for all TCs supporting the same operation, but with the addition of a sequence code i.e. /1, /2, /3, etc at the end of the TC code. Moreover, since this problem also affects moni-

toring documentation from the EBRD, where such TCs are evaluated separately, the monitoring reports should include a section that refers to the operation being supported and to the other TCs supporting the same operation.

The authors of the Retrospective Review support some other specific suggestions to improve monitoring that surfaced during the review process:

- Standard monitoring reports should state the type of support being delivered by a TC project. Currently this field is missing.
- Sectors, type of support and the ratings for the performance indicators should be standardised for CEI TCs. They should be defined, and their application explained, in the standard monitoring report format. Operation Leaders completing standard reports should be asked to choose only one rating in order to best describe each category. This would allow for more reliable comparative analysis of the TC Programme, and facilitate periodic management reports on the implementation and performance of the TCs and the Programme as a whole. Currently most analyses and reporting are focused on the TC commitments.
- Monitoring reports, and particularly the Standard Completion Report, should be dated and the author identified.
- Currently, for some TC-supported operations and TCs being managed by agencies other than the EBRD, the standard set of monitoring formats is not being used. This makes comparative analyses of the Programme extremely difficult. The situation implies that a significant amount of important monitoring data is not available for these TCs. A standardised set of monitoring formats should be developed for these projects, and the managing entity should be required to submit these together with the customised project reports currently used.



4. The CEI TC Programme and investment links

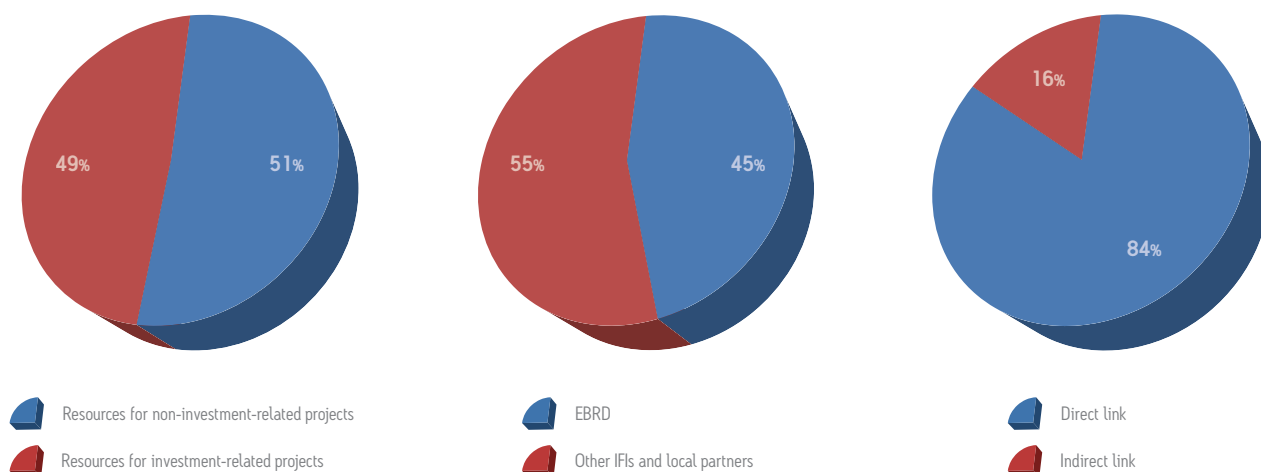
One of the objectives of TC projects at the EBRD, as described in the TC Project Cycle⁹, is to support EBRD investments and loans either at the EBRD project preparation or at the project implementation phase. As such, TCs are often related to international loans and investments.

Between 1993 and 2008 the Italian CEI Fund dedicated €16.6 million to technical assistance operations. Of this total, about €8.1 million were used to implement projects directly or indirectly related to international investments¹⁰.

The analysis of the “investment link” between CEI TCs and international investments, as previously indicated¹¹, used a simplified version of the indicator “type of support”, by summarising the different categories in three macro-groups (see page 15).

In the period 1993 to 2008 TC projects funded by the CEI resources in the countries of operation were able to mobilise about €2.58 billion of international investments. The EBRD, alone, contributed to those investments with €1.16 billion.

Chart 1.38. CEI Fund – Resources allocated for projects // Chart 1.39. Total investment linked to CEI TCs: distribution by investors // Chart 1.40. Total investment linked to CEI TCs: direct and indirect investment links



⁹ See page 11.

¹⁰ The CEI does not include a specific reference to “investment links” among its criteria for selecting priority projects. Generally speaking, a TC intervention able to foster an international investment in the country/sector of operation might appear more desirable than an intervention without any link of that kind. However, under the CEI strategies, projects in the capacity building sector without clearly related investments have been supported over time.

¹¹ See methodology on page 13.

A Total Investment Ratio (TIR) can be calculated to show how many euros the international community invested for each euro spent by the CEI Fund on Technical Cooperation projects. Between 1993 and 2008 the TIR was calculated at about 155, so that for each CEI euro spent on TC projects in the region, IFIs and local organisations invested about €155. The EBRD, alone, invested about €70 for each CEI euro dedicated to TCs; this represents the EBRD Investment Ratio (EIR).

As many operations financed by the CEI were not originally intended to support international investments, the investment ratio might become even stronger if the relation is considered between the resources spent by the CEI for projects specifically related to international investment opportunities and resources effectively mobilised by the international community in relation to these projects. While the CEI spent €8.1 million to finance TCs that were specifically supposed to help international investments, for each CEI euro about €318 of investments by the international community were directly or indirectly produced, giving a TIR of 318. The EBRD, alone, invested more than €143 for each euro spent by the CEI on these specific kinds of TC activities, so that the EIR was 143.

The following analysis will make reference to that portion of resources – €8,095,472 – that the CEI used to specifically finance TCs related to international investments.

The link between CEI-funded TCs and international investments related to the same projects can be essentially of two kinds:

- a **direct link**, if the TC is intended to pave the way to an already planned international investment in the sector/country of operation, or if the TC supports the implementation of an already disbursed international investment, or
- an **indirect link**, when the CEI TC intervenes at a preliminary stage where no international investment is already planned or functioning in the country/sector of operation, and the CEI activity might play the role of a “generator of investments” in the medium period.

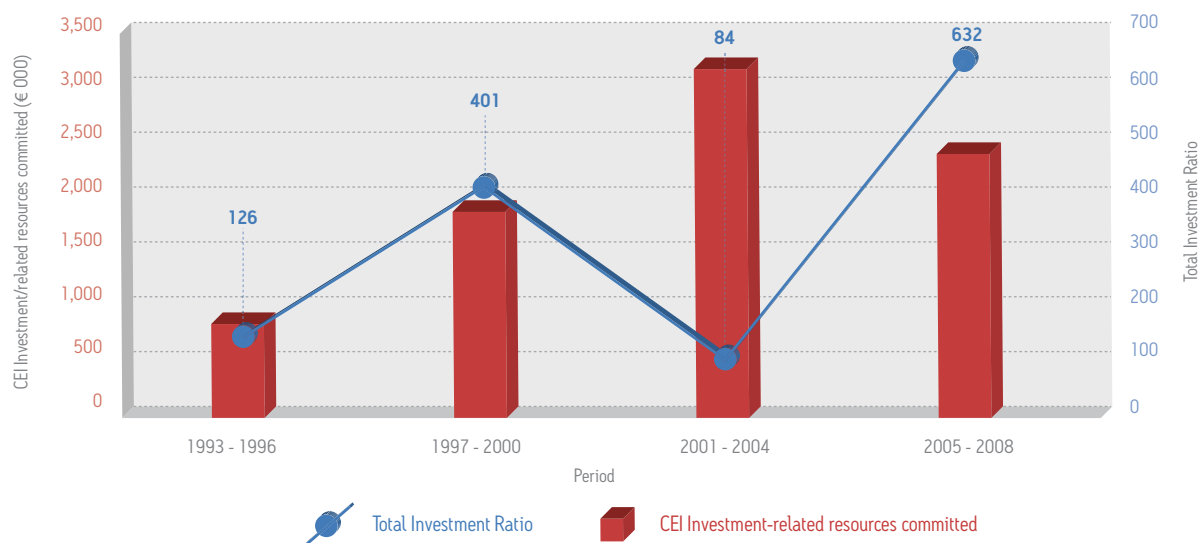


Of the €8.1 million that the CEI Fund dedicated to implement projects related to international investments, more than €7.3 million funded TC activities that were directly linked to international investments (for €2.4 million). About €1.0 million were used for financing TCs only indirectly linked to international investments. About 88 per cent of the investment-related TCs funded by the CEI were directly related to international investments¹².

4.1. CEI TCs and the Total Investment Ratio: time series analysis

In terms of investment links to the CEI funded activities, the period 1993 to 2008 was characterised by different trends.

Chart 1.41. CEI Total Investment Ratio 1993 to 2008



¹² A complete list of the TCs analysed is available as Annex 11.

At its inception the CEI used to fund only a few TC activities which originally seemed positive for supporting international investments in the given sector and country of operation, but which brought about relatively modest results in terms of linked international investments.

From 1997 onwards, however, the CEI Fund started to finance more investment-oriented technical assistance activities, and a flow of international investments started to take shape in the shadow of the CEI interventions, with the EBRD following the international pattern.

The CEI investment ratio started to increase in the four-year period 1997 to 2000: the CEI invested in technical assistance few resources in comparison to the multiplier effect generated in terms of linked/attracted investments.

The following four-year period from 2001 to 2004 was characterised by an opposite trend: the CEI spent a substantially higher amount of money for investment-related projects than previously, but such operations were linked to lower investments and the TIR, as a consequence, slowed down in the period 2001 to 2004.

The last period (2005 to 2008) was characterised by the highest investment ratio ever experienced by the CEI Fund: the technical assistance funded by the CEI was strategically dedicated to support investment opportunities in the countries of operation. As a consequence, while the CEI resources dedicated to investment-related projects remained constantly high, the TIR jumped to levels not previously experienced. The strong multiplier effect experienced by the CEI investment ratio in the period 2005 to 2008 was due to the strategic selection of specific sectors to support with the CEI resources, which granted a diversification of opportunities and higher profile international investments.

4.2. Sectors and time analysis

In general terms, from 1993 to 2008 the technical assistance funded by the CEI and linked to international investments was essentially focused on the transport sector, where the CEI spent the greater amount of its resources dedicated to investment-related technical cooperation (about €4.8 million out of a total of €8.1 million spent by the CEI for investment-related TCs). The other financed sectors were: energy (€1.3 million), municipal development (€836,600), agriculture (€786,700) and enterprise development (420,100) (see Table 1.6).

Chart 1.42. CEI investment-related TCs: CEI resources allocated by sector

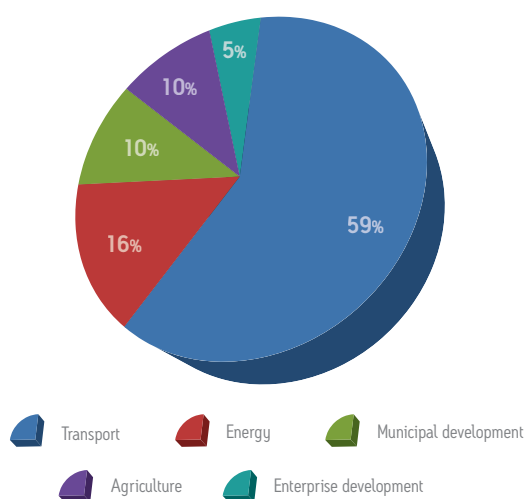


Table 1.6. CEI Investment-related TCs: Resources allocated by sector

Sector	CEI resources (€) *	%
Transport	4,792,061.35	59.19
Energy	1,259,956.38	15.56
Municipal development	836,632.78	10.33
Agriculture	786,741.55	9.72
Enterprise development	420,080.03	5.19
Total	8,095,472	100.00

* allocated for investment-related TCs

The highest amount of international investments related to the CEI activities was recorded within the transport sector, with €1.77 billion of international investments. This was followed by energy (€338.4 million of international investments), municipal development (€333.3 million), agriculture (€121.3 million) and enterprise development (about €11.6 million).

Chart 1.43. CEI investment-related TCs: sectors of international investments

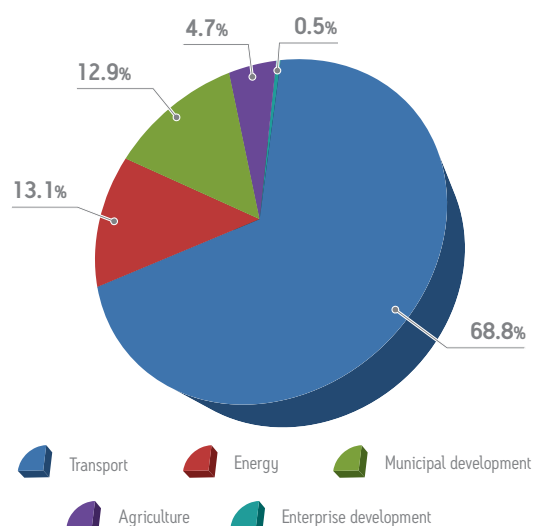


Table 1.7. CEI investment-related TCs: sectors of international investments

Sector	Total international investments (€)	%
Transport	1,774,900,000	68.81
Energy	338,400,000	13.12
Municipal development	333,300,000	12.92
Agriculture	121,326,000	4.70
Enterprise development	11,600,000	0.45
Total	2,579,526,000	100.00

Transport was also the sector with the highest EBRD investment rate (€669.0 million), followed by energy (€252.5 million), municipal development (€201.3 million), agriculture (€29.6 million) and enterprise development (€9.8 million).

Chart 1.44. CEI investment-related TCs: sectors of EBRD investments

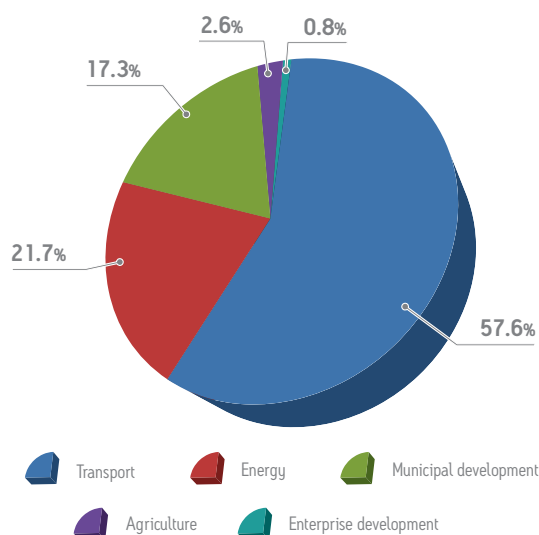


Table 1.8. CEI investment-related TCs: sectors of EBRD investments

Sector	EBRD investments (€)	%
Transport	669,000,000	57.56
Energy	252,500,000	21.73
Municipal development	201,300,000	17.32
Agriculture	29,611,000	2.55
Enterprise development	9,800,000	0.84
Total	1,162,211,000	100.00

Over the period 1993 to 2008 the highest investment ratio was recorded in the municipal development sector: for each euro spent by the CEI, other international organisations invested about €398 (with the EBRD, alone, spending €240). The transport sector followed, with a TIR of €370 and an EIR of 140. For the other sectors the investment ratios were: for energy a TIR of 275 and an EIR of 205, for agriculture a TIR of 154 and an EIR of 37, and for enterprise development a TIR of 27 and an EIR of 23.

At its inception, the CEI seemed to prefer to finance investment-related technical assistance only in a specific sector, namely transport, in the period 1993 to 1996, with few CEI resources spent and low international investments related to the CEI activities. As the CEI resources dedicated to investment-related projects increased in the following period (1997 to 2000), a wider range of areas could be supported (transport, agriculture and energy), in parallel with a diversification of countries of operation. In that period, the investment ratio jumped to higher averages¹³.

In the period 2001 to 2004, while the CEI spent larger amounts of money to finance investment-related technical assistance, almost doubling the resources spent in the previous period for investment-related technical assistance (more than €3 million in 2001-04, compared with about €1.8 million in 1997-2000), the increased resources remained focused on a few sectors (transport, energy and municipal development). The invest-

ment ratio decreased significantly in this period: indeed, the CEI supported relevant reforms in the sectors of operation, often not related with international investments. The multiplier factor, as a consequence, appears to be lower.

During the last four-year period – 2004 to 2008 – the CEI resources were dedicated to finance investment-related technical assistance in a variety of sectors: transport, municipal development, energy, enterprise development and agriculture. Of €1.5 million of total international investments, the transport sector alone produced more than €1 million of investments (mostly related to the realisation of the Multi-modal Pan-European Corridor V and its connections in Bosnia and Herzegovina).

4.3. Countries and time analysis

The CEI Fund financed many investment-related TCs in different countries over time, but with a constant effort aimed at supporting reforms in non-EU CEI member states.

Over the period 1993 to 2008 the country where the CEI funded the greatest amount of investment-related TCs was Albania (with about €2.4 million of funded technical assistance), followed by Bosnia and Herzegovina (€1.3 million of CEI investment-related assistance), regional projects (€1.1 million) and Ukraine (€1.1 million).

Table 1.9. CEI investment-related TCs: resources allocated by country

Country	CEI resources (€)	%
Albania	2,434,987.57	30.08
Bosnia and Herzegovina	1,278,074.01	15.79
Regional	1,089,940.75	13.46
Ukraine	1,076,696.00	13.30
Croatia	737,638.55	9.11
Macedonia	590,996.00	7.30
Romania	574,629.30	7.10
Bulgaria	248,093.00	3.06
Slovak Republic	49,307.00	0.61
Belarus	15,110.00	0.19
All countries	8,095,472.00	100.00



¹³ The TIR rose from 126 to 401 between 1993-96 and 1997-2000, while the EIR rose from about 94 to 138 during the same period.

International investments and loans were concentrated in Bosnia and Herzegovina, with a total international investment of €1.34 billion linked to the CEI-funded projects in the country (with a contribution of €426.8 million by the EBRD alone). The next largest areas were regional international investment programmes (€552.1 million of total international investments, where the EBRD contributed with €251.7 million) and investments in Ukraine, with total international investments of €292.0 million, of which the EBRD contribution was €203.5 million.

Table 1.10. CEI investment-related TCs: countries of international investment

Country	Total investments (€)	%
Bosnia and Herzegovina	1,338,700,000	51.90
Regional	552,100,000	21.40
Ukraine	292,000,000	11.32
Bulgaria	98,200,000	3.81
Romania	87,600,000	3.40
Macedonia	63,800,000	2.47
Slovak Republic	60,000,000	2.33
Albania	48,700,000	1.89
Croatia	36,026,000	1.40
Belarus	2,400,000	0.09
All countries	2,579,526,000	100.00

Following the pattern of international investments, the EBRD investments were also mostly focused on Bosnia and Herzegovina, which received the highest amount of EBRD investments (€426.8 million), followed by the region as a whole (€251.7 million) and Ukraine (€203.5 million).

Table 1.11. CEI investment-related TCs: countries of EBRD investment

Country	EBRD investments (€)	%
Bosnia and Herzegovina	426,800,000	36.72
Regional	251,700,000	21.66
Ukraine	203,500,000	17.51
Romania	61,300,000	5.27
Macedonia	60,600,000	5.21
Slovak Republic	60,000,000	5.16
Albania	40,400,000	3.48
Bulgaria	39,400,000	3.39
Croatia	17,511,000	1.51
Belarus	1,000,000	0.09
All countries	1,162,211,000	100.00

As with the investment ratio, over the period 1993 to 2008 the multiplier effect in terms of benefits for international investments¹⁴ was higher for TC activities financed in the Slovak Republic, Bosnia and Herzegovina, and for the CEI region as a whole.

4.4. Conclusions and recommendations

Over time, TCs related to international investments generally focused on the Western Balkan states (especially Bosnia and Herzegovina) and on the eastern CEI countries (Belarus, Moldova and Ukraine), especially Ukraine. Romania and Bulgaria benefited from CEI TCs and related international investments in the period close to their EU integration, confirming the CEI strategies aimed at supporting EU standards in its countries as a firm priority. Regional projects also played an important role.

Looking at the future, the amount of resources at the CEI's disposal will be restricted. In order to strengthen the CEI contribution to the development of the region, the Review recommends that the selection of CEI TC projects should be more coherent with investment opportunities, following the pattern the CEI Fund has been on the last four-year period.



¹⁴ They were linked to about €2.4 million of CEI resources spent in the period for investment-related TCs.



CHAPTER 2

Know-how Exchange Programme

Executive summary

In addition to Technical Cooperation, the CEI Trust Fund has been a source of finance for the Know-how Exchange Programme (KEP) – a grant facility that supports capacity building and best practice transfer carried out by institutions from CEI EU countries to benefit recipients in the non-EU CEI member states. To date, 34 KEP grants amounting to €893,859 have been committed and the total value of assignments reached €2.6 million. The current review describes the Programme’s objectives and analyses its main achievements over the period 2004 to 2009.

Of 34 approved assignments, 15 projects were still under implementation at the time of writing this review. Analysis of country and sector distributions, as well as the type of know-how transfer tools used, encompassed all 34 projects, while assessments of the quality of individual projects covered the 19 completed assignments.

The analysis of sectors of intervention demonstrated a balanced distribution among three areas: agriculture, capacity building, and the development of small and medium-sized enterprises (SMEs). The fourth area, energy and environment, was less represented. On the country distribution side, Italy and Poland turned out to be the most active know-how donors, while Moldova and Ukraine were the two recipient states which benefited the most from KEP assignments. The study found that the new EU members (emerging donors) preferred to concentrate their know-how on neigh-

bouring countries or other states important from their foreign policies’ viewpoint, so that, for example, Poland addressed its support to Ukraine and Moldova, and Slovenia to the Western Balkan countries.

The assessments of the project quality revealed a prevalence of highly successful and successful interventions. Of 19 assignments only two were evaluated as poor.

Attention was given in particular to the identification of lessons learned which could serve for strengthening the Programme’s operations in future. Seven lessons learned have emerged from the Programme’s analysis. Bilateral projects addressing one recipient institution showed a better rate of success than multi-recipient interventions. Two factors that contributed particularly to a successful final project outcome were detailed project planning and ownership by recipients. Project co-financing by more than one grant programme seemed to have a positive influence on the quality of interventions which, in such cases, were subject to screening and monitoring by more than one sponsor institution. The analysis also revealed that the greatest need for capacity building was at a local rather than a central level. It also demonstrated that investment link – a factor that was regarded as a potential added value when the Programme’s priorities were being decided – did not occur in KEP projects. Last but not least, the study showed some shortages in project monitoring by the CEI – a task that would require more attention in the next phase of the Programme.



Background

In 2004 the imminent EU enlargement process brought new challenges to the scope of work of the Central European Initiative. The attention has been shifted towards CEI countries which, for the moment, remained outside the EU boundaries. At the same time, the CEI looked to involve itself as a facilitator of the transfer of experience that the five new EU member states (the Czech Republic, Hungary, Poland, the Slovak Republic and Slovenia) had gained over 15 years of economic and political transformation. As these countries were about to graduate from the status of recipients of development aid to that of donors, the CEI wished to participate in this process by providing additional funds for foreign aid activities within the CEI region.

In this context, in 2004 the CEI Know-how Exchange Programme was launched with a primary goal of supporting transfer of experience from the EU to the non-EU countries of the Initiative.

Main features of the KEP

The KEP is a grant facility supporting transfer of best practice and transformation experience from the EU to the non-EU countries within the CEI. The core concept of the KEP is the conviction that economic developments in non-EU countries can be strengthened by transferring sound approaches (good practice) already in place in more advanced CEI countries, so ensuring the maintenance of social cohesion and economic dynamism in the region.

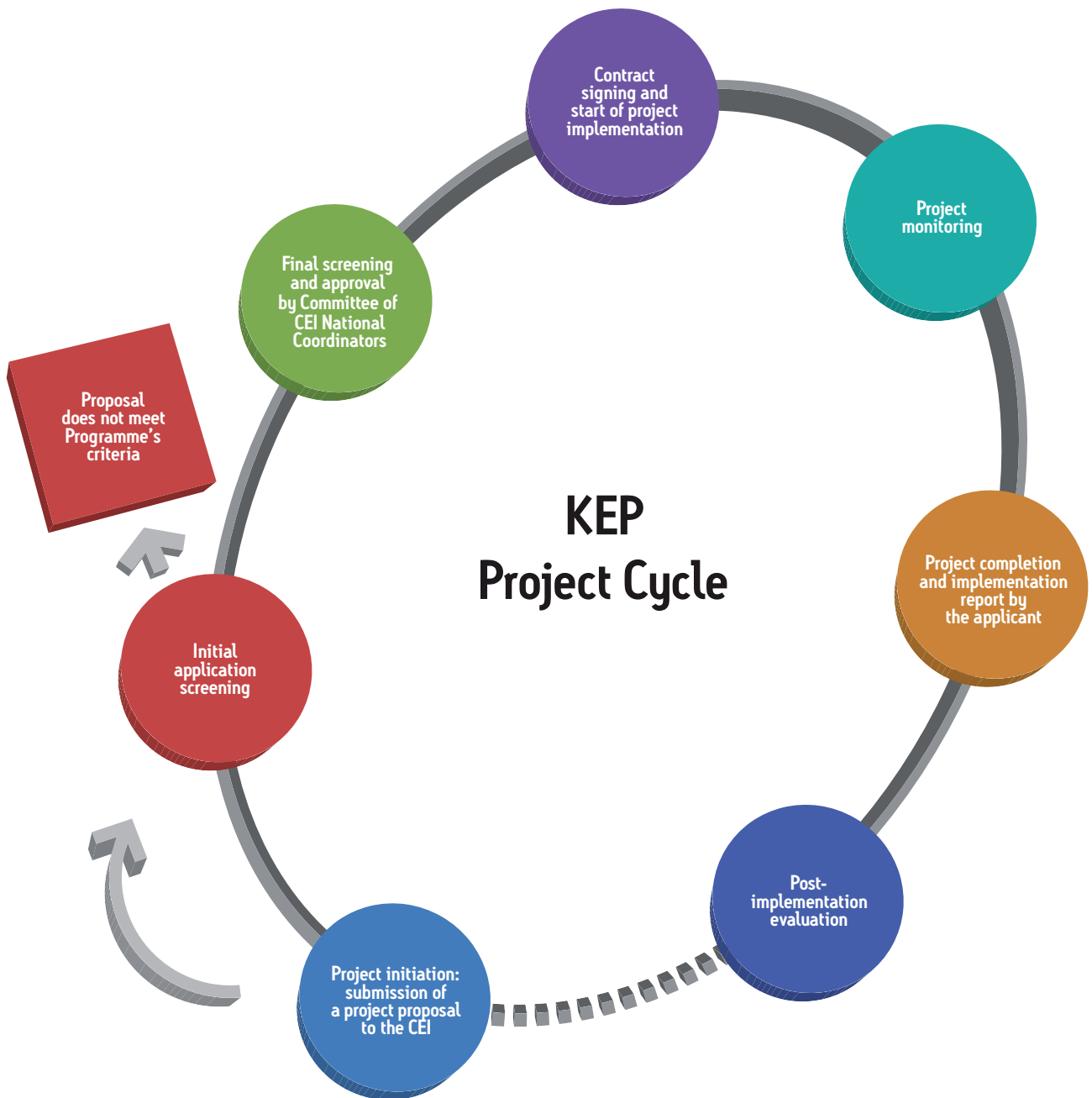
The KEP projects are tailor-made projects that enable the recipient institutions or individuals to benefit from activities which address their needs in terms of capacity building or knowledge transfer. In doing this, the two parties of a KEP project are involved in a dialogue that allows for mutual understanding, and recipient countries play an active role in the KEP projects concerned.

The creation of the KEP was followed by the organisation of a “Conference on Development Assistance in the CEI region” held in Trieste in June 2005. The meeting brought into CEI headquarters the main organisations involved in the provision of development aid in the region, including the European Bank for Reconstruction and Development (EBRD), the European Commission, the European Agency for Reconstruction, the Organisation for Economic Co-operation and Development (OECD), the Organisation for Security and Cooperation in Europe (OSCE), the United Nations Development Programme (UNDP) and the World Bank. The conference had thrown light on the complexities which the development assistance faces in the region and identified some steps that the CEI could undertake in the near future in this field. The meeting helped pave the way for a closer strategic partnership between old and new donor countries, international organisations, International Financial Institutions (IFIs) and regional partners, such as the CEI, enhancing the impact and effectiveness of development assistance through regional cooperation.

Besides the KEP’s ability to take advantage the EU enlargement opportunities and challenges, the Programme promotes the values of the UN Millennium Development Goals in the field of development assistance.



Chart 2.1. KEP project cycle



CEI as project facilitator

The CEI's role is not limited to the provision of grants but it also encompasses matching partners: the Project Secretariat is often involved in searching for suitable know-how donors across the region upon specific requests coming from potential recipient institutions.

Finance

Since the Programme's creation, finance has been provided from the CEI Trust Fund at the EBRD. By the end of 2009 the Secretariat for CEI Projects (CEI-PS) had committed €893,859 for 34 KEP assignments.

At the beginning of 2008 the Programme successfully secured additional financing from the Austrian Development Agency of €360,000. In addition, in 2008 Poland made a voluntary contribution of €25,000.

The current Review covers only the 34 projects supported through the CEI Trust Fund at the EBRD.

Priority themes

The fact that the Programme's financing has been provided mainly from the CEI Trust Fund at the EBRD has had its impact on the Programme's priorities which, for the most part, deal with areas covered by the Bank's operations. Applications which ensure an investment impact or provide prospects for long-term development have a higher priority.

A number of areas of interest have been identified and grouped into three thematic blocks described below. In drafting priority themes, the CEI looked into country and sector strategies of international organisations and IFIs operating in the region as well as into the development assistance priorities of the new EU member states.

In principle, eligible projects need to have an economic background, covering investment aspects, economic transition, capacity building, or business environment, in areas related to investment and European economic integration (such as privatisation, SME support and customs regimes). The following specific priority themes were in place in the period 2004 to 2009:

I. European integration, capacity building and market economy

- European integration (preparing for the process of EU accession, including assistance in the elaboration of position papers, plans of action, analysis and other strategic documents; improving skills of the

public administration to conduct effective meetings with EU officials; and assistance in the drafting of laws in accordance with EU requirements)

- strengthening the rule of law through the introduction of appropriate European standards
- strengthening capacities of central administration (including institution building, improvement of efficiency and performance of the State administration, application of high standards and transparency in the Civil Service and provision of adequate professional training for Civil Service employees)
- assistance in economic transformation (creating conditions for the transition to a free-market economy, privatisation and reform of the public sector finances)
- support to second-generation reforms (with particular attention to corporate governance, financial and banking sector services, and to capital markets)
- improvement of local labour market efficiency and development of micro, small and medium-size enterprise sectors (including support to the start-up of SMEs, promotion of spin-offs and innovative enterprises, development of micro-credit schemes, and SME financing)
- strengthening administrative structures at regional and local levels (including assistance in the preparation of development strategies, implementation of transparency measures for the local government finance system, and human resources development for local administration employees), and
- strengthening the social advancement of the recipient countries (such as development of the civil society and promotion of corporate social responsibility)

II. Infrastructure planning and development

- technical assistance for infrastructure development (provision of consultancy in planning, rehabilitation and development of transport, municipal and other infrastructure of high economic impact; and support to the application of public-private partnership schemes), and
- development of Geographic Information Systems (GIS)



III. Agriculture, energy and environment

- energy (know-how transfer in the areas of energy efficiency, renewable sources of energy, clean energy and climate change)
- environment (protection of the natural environment, waste management, water management and water resource development), and
- development of agriculture and rural areas (including food safety and food quality applications and regulatory standards, farm development plans, development of infrastructure for wholesale trade of agricultural products, training of specialists in farming-related areas; and promotion of rural and environmentally sensitive tourism)

KEP review's methodology

The main objective of the KEP review was to identify and illustrate the main lessons learned from looking at the first six years of the Programme's operation. Although the review itself does not represent an evaluation exercise, the data collected in this document will also be used for drafting a detailed impact assessment report of the KEP to be prepared in 2010.

The self-evaluation of the KEP projects has been based on the following three pieces of documentation:

- the KEP Implementation Self-Evaluation Sheet
- the quality of KEP documentation, and
- the lessons learned

There are two main limitations to this study and both concern the types of project and funding:

1. Issue of attribution: similar to the TC Programme, KEP funding usually interacts with other funding and it is impossible to verify the percentage of the outcome that is attributable to the CEI support. The KEP is a co-financing instrument that funds up to 50 per cent of the total cost of the project but no more than €40,000. In some cases, supported projects could not be realised at all without KEP co-financing. In other cases, CEI support allowed for expanding activities of the project which otherwise would still take place but in a reduced format.
2. Qualitative judgments approach to evaluation: given that the projects touch upon different topics and cross-cutting issues, evaluation relies mostly on judgment criteria that inevitably represent one of the limitations of this study.

The KEP review sample

The KEP review encompasses 34 assignments approved from the beginning of the Programme until the end of 2009. All these projects were taken into consideration in the analysis of the following performance indicators:

- country distribution
- area of intervention distribution, and
- the type of know-how transfer tools used

However, as 15 of the 34 projects were still under implementation at the time of the review, the analysis of the overall project quality included only the 19 already completed assignments.

KEP documentation reviewed

The post-implementation self-evaluation of single projects was carried out in the form of a desk study based on available project documentation, mainly on the original application forms and on the implementation and financial reports that the applicants were required to deliver upon the completion of the projects.

The unavailability of independent evaluation documentation can be considered a certain limitation to this study as no external monitoring mechanism has been running since the Programme's inception. For this reason, projects' evaluation and judgments presented in this Review rely considerably on the documentation produced by project leaders and, to a limited extent, on fragmental monitoring carried out by the CEI.

Project evaluation sheets

A sample of a Post-implementation Self-evaluation Sheet used for the purpose of this Review is available on page 85. The evaluation sheet is composed of three main parts:

1. general information: description of basic project data, such as project partners, implementation dates and the budget
2. elements for evaluation: achievement of planned objectives, timely implementation, variations from the original application that occurred during the implementation phase, quality of reporting and CEI visibility, and
3. judgment on the overall impact of the project

Self-evaluation sheets allowed for presenting projects' implementation indicators in a uniform manner. They also turned out to be a useful tool in analysing the most frequent bottlenecks that occurred during the implementation of projects. Evaluation sheets were also used for analysing the following aspects of the KEP:

- country of intervention distribution
- area of intervention distribution
- type of know-how transfer tools used, and
- overall quality of projects

Programme development

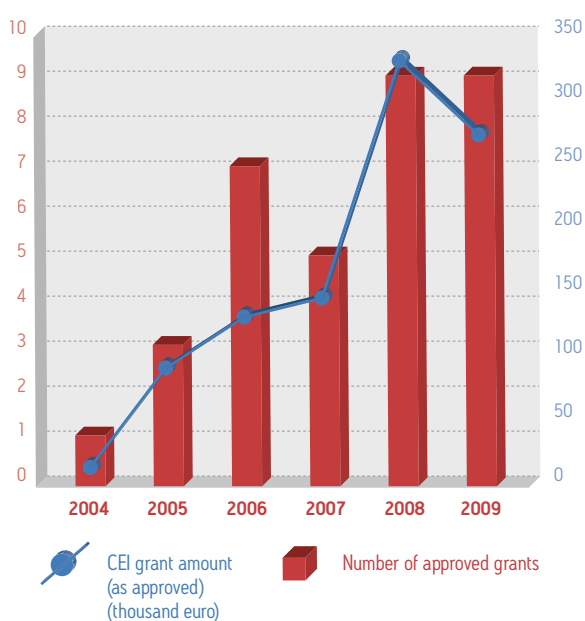
Apart from its first year of operation when only one eligible project application was approved, the Programme has been very successful in increasing the volume of projects and grants (see Table 2.1). The Programme has also gained recognition at high-level political meetings of the CEI where it has been cited in numerous declarations and documents.

Table 2.1. KEP projects supported by the Trust Fund 2004 to 2009

Year	Number of approved grants	Grant amount (as approved) (€)	Grant amount * (as effectively disbursed) (€)
2004	1	5,000	5,000
2005	3	85,450	81,002
2006	7	125,455	113,787
2007	5	140,126	115,037
2008	9	325,011	n/a ¹⁵
2009	9	266,928	n/a
TOTAL	34	947,970	-

* As of 31/12/2009

Chart 2.2. KEP projects and approved grants 2004 to 2009



Country distribution

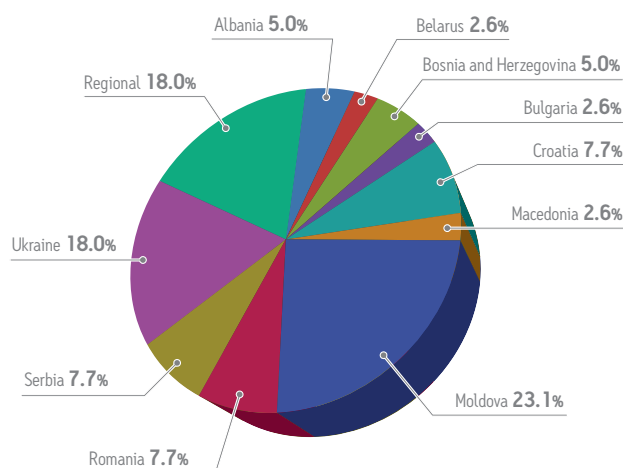
Analysis of recipient countries' participation showed that most bilateral projects were addressed to Moldova and Ukraine. The two countries benefited respectively from 22 per cent and 17 per cent of all supported projects. About 18 per cent of all assignments had a regional character, covering a number of countries, all of which were in the Western Balkans.

On the donor side, the two countries that contributed the most with their know-how were Italy and Poland, which were present in 27 per cent and 20 per cent of all assignments respectively, followed by Slovenia (12 per cent) and Austria (11 per cent).

While "old" donors (Austria and Italy) directed their projects to a number of recipient countries, emerging donors such as Poland or Slovenia showed a more strategic approach, addressing activities mainly to countries considered important in the context of their development assistance and foreign policies. For example, Polish know-how was directed mainly to Ukraine and Moldova, while Slovenian good practices benefited mostly the Western Balkans region.

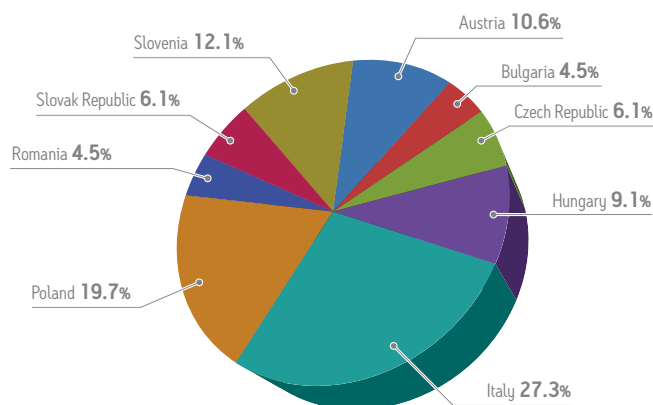
Bulgaria and Romania are the only two countries appearing on both the donor and the recipient distribution charts. They were eligible as know-how recipients until 2007 when they joined the EU and automatically became know-how donors in the Programme.

Chart 2.3. KEP projects: participation by recipient countries 2004 to 2009 (as percentage of total number of projects)



¹⁵ Figures are not available as the grants are still being disbursed.

Chart 2.4. KEP projects: participation by donor countries 2004 to 2009 (as percentage of total number of projects)



Areas of intervention distribution

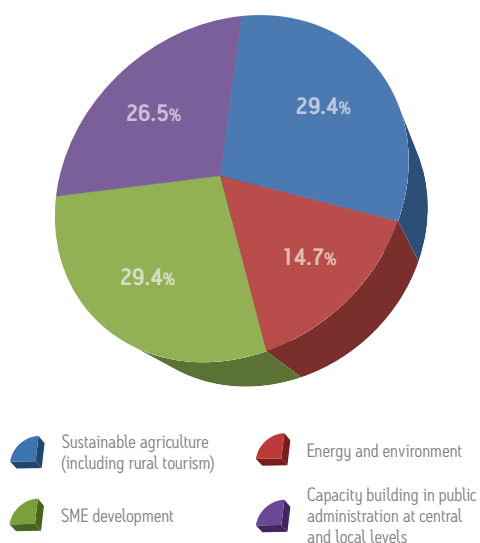
For easier reference, sectors covered by the KEP projects reviewed were grouped in, and are presented as, four areas of intervention:

1. **Capacity building:** capacity building has been of particular importance among the Programme’s priorities and it has been conceived both as the strengthening of appropriate policies and legal frameworks as well as human resources development. Nine projects in this category have been supported by the KEP for a total committed amount of €190,836.
2. **Sustainable Agriculture** (including rural tourism): given that one-third of the total population in the CEI region lives in rural areas, the agriculture and agribusiness-related assignments sector were put on the list of priority areas in the KEP and there was considerable interest in participating in assignments in this sector. Ten KEP grants in agriculture-related fields amounting to €212,793 were provided. Assignments tackled issues such as ecological agriculture and the quality control system for fresh fruit and vegetables.
3. **SME development:** included among priority areas, it was expected to address topics such as SME financing and promotion of spin-offs and innovative enterprises. In the reviewed period, 10 projects with a total KEP grant commitment amounting to €327,480 tackled SME development, dealing with issues such as the study of networking and cluster models, the development of the information technology sector and cooperation on information, communications and technology (ICT).
4. **Energy and environment:** being among the eight UN Millennium Development Goals, energy and environment issues have been frequent areas of intervention of the CEI. In the KEP framework, five grants amounting to €162,750 have been approved dealing with topics such as development and improvement of technologies, methodologies and tools for the enhanced use of agricultural biomass residues, and a feasibility study of a biomass chain.

The first three areas (capacity building, agriculture and SME development) received similar attention by applicants and accounted for 85 per cent of all submitted projects. The fourth area, energy and environment,

accounted for the remaining 15 per cent. It can be noted that of the three main KEP priority headings (see page 42), no projects were implemented in the area of infrastructure planning and development.

Chart 2.5. KEP projects: area of intervention 2004 to 2009 (as percentage of total number of projects)



Type of know-how transfer tools used

The Programme’s rules require that the applicants use various tools of know-how transfer in a combination that promises successful implementation of the given skills in the recipient institution. The most commonly used know-how transfer tools included study tours (to the donor country/institution), various training programmes and workshops as well as peer reviews carried out by donor experts in order to assess the recipient’s policy or development stage in a specific field. Other tools used in review assignments involved assistance in the preparation of feasibility studies and business plans, assistance in the establishment of institutions, as well as development and access to online databases of public policy documents.

Know-how transfer tools:

- study tours
- training programmes
- consultancy services
- workshops
- document drafting
- secondment of staff
- technology transfer
- feasibility studies
- surveys
- preparation of manuals, and
- peer reviews

Overall quality of the projects

The KEP Post-implementation Evaluation Sheets have been used in order to give a qualitative judgment on the overall quality of the 19 completed KEP projects. The assessment has been expressed using four categories:

- *excellent*: the project achieved all objectives, know-how transfer was effective, no distortions occurred during the implementation, the funds were used according to the original budget plan and assuring good value for money, and feedback from project recipients and the overall project impact were excellent
- *good*: the project achieved all major objectives, know-how transfer was effective, no significant distortions occurred during the implementation, the funds were used according to the original budget plan and assuring good value for money, and feedback from the recipients and the overall project impact were good
- *satisfactory*: the project achieved most objectives, know-how transfer was partially effective, some distortions occurred during the implementation, the original project budget required corrections during the implementation, the value for money was sufficient, and feedback from the recipients and the overall project impact were satisfactory, and
- *poor*: the project did not achieve most of its objectives, know-how transfer was ineffective, significant distortions occurred during the implementation, the original budget required significant corrections and the value for money was poor, feedback from the recipients was negative or partially negative, and the overall project impact was minimal

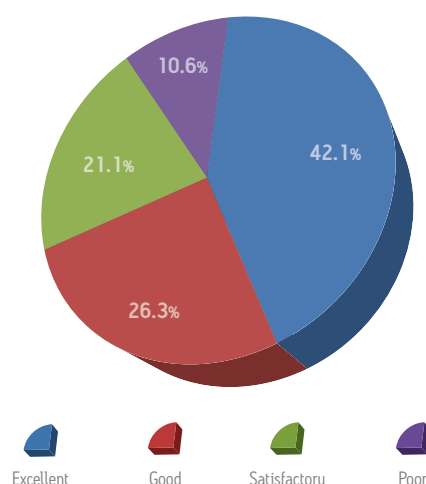
The results of the evaluation of the projects were:

- eight assignments were evaluated as excellent (42.1 per cent)
- five assignments were evaluated as good (26.3 per cent)
- four assignments were evaluated as satisfactory (21.1 per cent), and
- two assignments were evaluated as poor (10.6 per cent)

Lessons learned and main findings

The main purpose of the review of the Know-how Exchange Programme was to identify the lessons learned, both with respect to the Programme's achievements and to its bottlenecks. These analyses should help in

Chart 2.6. KEP projects: overall quality 2004 to 2009



improving the Programme's functioning in the upcoming years and should lay the basis for preparing the Programme's impact assessment report. The main lessons learned that were identified in the course of analysing the reviewed documentation are presented below.

Bilateral assignments provide more direct impact

Projects addressing only one direct recipient institution turned out to provide more substantial impact on the beneficiary than multi-recipient assignments.

Multi-recipient projects (in particular those that were multi-country) proved to be somewhat less effective than assignments addressing one direct recipient or a few interlinked recipient institutions from one country (such as a ministry and public agencies working in a specific field). In the case of bilateral projects, the know-how donor partners were able to prepare a better customised plan of activities that was allowing for an effective transfer of best practice to a recipient institution. Such a tailor-made approach was not possible in the case of multi-recipient projects where the know-how donor was dealing with a group of beneficiaries coming from different countries, who would usually have differences in their actual needs for assistance.

Detailed project planning determines its success

Projects characterised by good pre-implementation planning demonstrated better accomplishment of envisaged results.

Good project planning proved essential in assuring fulfilment of an initial project's objectives. Applications characterised by a detailed and well structured plan of work, and thus leaving little space for alterations during the implementation phase, proved more effective. These assignments were also less exposed to unforeseen difficulties throughout the implementation. On the other hand, those projects that were planned with less attention to detail often required changes in the implementation phase with respect to dates, activities and goals. On the whole, these projects turned out to be less successful.

Multi-donor funding helps to increase project quality

The review observed that projects co-financed by two or more sponsors had a successful or very successful overall implementation rate.

Since the KEP allows for financing up to 50 per cent of the total project cost, all KEP assignments are implemented in a co-financing scheme: either by making funds available from project partners' own resources or by securing external financing from other grant programmes. In the latter case, project leaders were required to apply to one or more additional sponsors which required a certain experience in project management due to different grant rules, deadlines and procedures applied by the donors. Multi-donor funded projects were, however, very successful. This was probably caused by at least two factors. First, successful submission of a project proposal to different donors required a very good project preparation and previous experience in raising funds by the applicant and/or project partners. Second, project applications were screened by more than one grant donor, so giving more chances of eliminating potential project weaknesses in the pre-implementation phase and increasing transparency. Furthermore, as the project's monitoring was carried out by two or more sponsors, this helped to maintain a high implementation level.

The multi-donor funded KEP assignments were co-financed mainly by national Official Development Assistance (ODA) programmes (six projects in co-financing with ODA in Poland and the Czech Republic), various foundations or international organisations.

Role of recipients in project design is crucial

The ownership of the project by the recipient institution is critical. It remains a guarantee that the assignment will respond to the actual recipient needs and that the given know-how will be implemented in the recipient office.

Not enough attention was given to the recipients' role in project design in the first years of KEP operation. This mistake was corrected when an updated application form was released in 2008. The new form is giving a greater responsibility to the recipients which now have to participate actively in the drafting of project activities. More attention is also given to involving recipients in all project-related communication throughout the project implementation.

Investment link remains a challenge

The availability of projects having an investment link has remained low.

Since the Programme's inception, applications promising an investment link were to be given a maximum priority. However, the response from the applicants has not been satisfactory as regards the investment aspect. Of 34 presented projects, only one referred explicitly to planned investments, although in this case the investment did not materialise owing to a financial crisis and worsening economic situation in the recipient country. In a few further assignments the applicants marked investment potential as a probable indirect result, but the actual outcome in these cases remains unclear.

Higher demand for know-how transfer at local levels

The number of grant requests for assignments dealing with know-how transfer at local levels was much higher than the number of projects addressing central institutions.

KEP priorities envisaged possible know-how transfer both at a central level (including central government administration and agencies) and at a local level (including local governments and agencies, and local communities). The fact that the majority of assignments were carried out at local levels was somewhat unexpected. This might be caused by the fact that recipients at the central level have benefited from easier access to various training and capacity building programmes funded by international organisations and other major donors operating in the region. Access to such training was less possible at a local level, while the need for know-how transfer remained high in numerous areas.

Better monitoring likely to strengthen quality of project implementation

Lack of sufficient monitoring of project implementation by the CEI remains a noticeable drawback of the KEP project cycle and should be improved in the near future.

No structured monitoring mechanism has been running since the Programme's launch. Monitoring was done on an occasional basis, so that post-implementation evaluation of projects had to be done by the CEI based mainly on the documentation provided by project leaders. A more regular project monitoring by CEI staff or by independent experts could contribute to increasing project implementation quality, and this would also give additional data for post-implementation evaluation.





CHAPTER 3

Cooperation Activities Programme

Three

Executive summary

Cooperation Activities (CAs) have successfully been part of the CEI strategy for a number of years. These activities are generally small in scale, limited in time and frequently take the form of seminars, workshops, training courses, conferences and study tours. One of the main principles of CEI funded CAs is the principle of co-financing.

The main source of CA funding was initially the CEI Trust Fund at the European Bank for Reconstruction and Development (EBRD). Until 2002, when the CEI Cooperation Fund became operative within the CEI Executive Secretariat (CEI-ES) in Trieste (Italy), the Trust Fund co-financed CAs in all sectors of CEI activity. From 2002 until the end of 2006 co-financing of CAs was divided between the two Funds: the Trust Fund was used for activities in the economic areas – sustainable energy, multi-modal transport, enterprise development, sustainable agriculture and environment – while the Cooperation Fund was dedicated to co-financing CAs in socio-cultural areas. In 2007 the Cooperation Fund took over the co-financing of all CAs.

Altogether, from 1998 until the end of 2006 the CEI Trust Fund at the EBRD co-financed 113 CAs, for a total of €1,601,784.

The CEI CAs comply with the overall CEI strategy of interventions in its countries of operation, and cover all the areas of activity of the CEI. These areas are climate, environment, sustainable energy, enterprise development, human resource development, the information society, intercultural cooperation, media, minorities, multi-modal transport, science and technology, sustainable agriculture, tourism, and inter-regional and cross-border cooperation.

CAs also respond to the priorities and strategies that arise from the activities of the CEI Networks of Focal Points (formerly Working Groups). The Secretariat for CEI Projects (CEI-PS) staff members in Trieste act as focal points for the CEI Networks in economic areas and in two human development areas (human resource development and the information society).

The aim of the present review was to evaluate the CA Programme as a whole, based on the analysis of the 113 CAs co-financed by the CEI-PS. Through identification and analysis of relevant common indicators, the results that emerged show a very good match between the Programme aims and actual achievements.

Over the 12 years that the Programme has been operating, CAs have proved to be a useful tool for increasing the CEI visibility and for promoting its activities in its member states, as well as for establishing links and networking activity between its people and institutions. Among other things, the analysis showed a predominance of CAs in three particular CEI areas: enterprise development, sustainable agriculture and human resource development. Three CEI member states have particularly benefited from the CA Programme – Slovenia, Italy and the Czech Republic – while several international organisations and International Financial Institutions (IFIs) have taken good advantage of the Programme as well.

The CA Programme is still ongoing, being currently financed by the CEI Cooperation Fund which is contributed to by all CEI member states on a yearly basis. The CEI Cooperation Fund was established in 2001 and became operative in 2002. From 2002 to 2009 almost 500 CAs have been approved for a CEI contribution out of the CEI Cooperation Fund of more than €5.1 million.



1. Background

The CEI promotes and supports the cooperation between CEI member states, starting from solutions and capabilities that have been successful in one CEI country, and then transferring them to a less advanced CEI country. This is achieved through training, institutional strengthening programmes, workshops, conferences and other similar activities or events that are generally small in scale and limited in time. These activities were originally known as “International Events” (IEs), but are now known as “Cooperation Activities”. They were co-financed by the CEI-PS from 1998 until the end of 2006 in cooperation with many partners in different CEI member states.

CAs/IEs, which have their origin in the agreements signed between the Italian Government and the EBRD in the period 1991 to 1998 on a CEI Fund and on a Secretariat for CEI Projects at the EBRD, originally used to be part of a broader CEI programme called “Capacity Sharing in Training”.

Main features of a Cooperation Activity

The original intention and purpose of the CEI support to CAs was to extend an event or activity organised with its own resources to allow a wider CEI participation. For example, a CEI contribution to a training course was meant to allow participants from the least advanced CEI member states to take part in the training. The CEI funding would thus extend such a course to allow the participation of experts from other CEI countries, by covering related additional costs. In this way a CEI contribution provided an opportunity to share and compare experiences and solutions to common problems in a particular field among the CEI countries.

Initially, CAs were originated within the CEI structures (including National Coordinators, the former Working Groups and other linked bodies). The activities/events could cover a wide range of subjects within the established CEI areas, such as economic and institutional matters, human development issues, culture, social issues, regional stability and youth.

Over time the CA Programme has evolved, progressively modifying its original purpose and criteria for CEI funding, extending the financing to all CEI countries, improving the Programme’s management and procedures and, above all, increasing the financial resources available. All of this was a direct consequence of the establishment of a CEI Cooperation Fund at the CEI Headquarters in Trieste. The Fund was established in 2001 and became operative in 2002. It was managed by the CEI-ES, while a related Evaluation Unit was also set up. Until the end of 2006, the Trust Fund and the Cooperation Fund jointly financed the CA Programme.

In 2004 the CEI-PS decided to integrate the part of cooperation activities it dealt with into a coordinated programme and launched the CEI regional Know-how Exchange Programme (KEP – see Chapter 2). CEI KEP promotes the transfer of good solutions and know-how, particularly in the field of European integration, from “advanced sectors” in certain CEI member states to CEI countries in need of help in those sectors.

The CEI-PS continued co-financing cooperation activities until the end of 2006. However, as a result of the growing success of the new KEP, the CEI-PS has decided to focus only on KEP, dedicating exclusively to KEP all the available financial resources from the yearly budgets that previously had to be divided between the two programmes.

Benefits for the CEI

Co-funding of CAs has been perceived as a useful tool for promoting the CEI and for increasing the organisation’s visibility in its member states.



Indeed, the CEI name and logo were exhibited at the events/activities' venues, while CEI publications, posters and other promotional material were distributed to the participants.

Moreover, CAs often served as a tool for promoting other important CEI events, in particular the CEI Summit Economic Forum (SEF). This was done through so-called "SEF twinning", where through several simple steps CA organisers "twinned" their event or activity with the current SEF.

In addition, since applying for CEI funding required the involvement of CEI bodies and working groups, co-funding this Programme has contributed to establishing links between the people and institutions of CEI member states, so intensifying the overall CEI Networking activity.

Cooperation Activities/International Events co-funded from the CEI Trust Fund

Within the CA Programme, the focus of the CEI-PS was clearly on economic or investment-related CAs. During the first years of the CA Programme though, the CEI-PS co-funded all CAs, including those on non-economic subjects. Once the CEI Cooperation Fund became operative in 2002, it took over financing of non-economic CAs, so allowing the CEI-PS to devote the entire portion of the financial resources within its yearly budgets available for the CA Programme to CAs with an economic/investment orientation.

Since then, in addition to CEI general rules and guidelines for allocation of resources for CAs, CEI economic CAs co-financed by the CEI Trust Fund were subject to also following the donor's criteria and EBRD procedures. This meant that these CAs had to focus on economic and investment subjects, and were required to be linked to the SEF as well as to involve IFIs.

Subject focus

The CEI-PS contribution to investment projects has always been focused on specific areas of strategic priority in order to maximise the benefits. Similarly, workshops, training and courses organised under the umbrella of the economic CAs could utilise these priority areas to guarantee more focus, pertinence and usefulness to the beneficiaries. Indeed, investment subjects were used to initiate investment discussions and meetings, as well as CAs that would promote and support these investment areas.

These priority areas fit with the CEI objectives and strategic priorities, as identified in the most important CEI documents, starting from the Sarajevo Declaration¹⁶, Summit Final Documents, Ministerial Meetings and the *CEI Plan of Action*¹⁷. CAs were therefore meant to be oriented towards the outlined priority areas, so as to ensure that CEI financing could have an impact on the economic and socio-political life of the countries of operation in a more decisive and efficient manner.



Criteria for CEI co-funding of Cooperation Activities

One of the main principles of the overall CEI CA Programme is the principle of co-financing: up to 50 per cent of the envisaged project budget could be covered by the CEI contribution. The CEI financial contribution must be complemented to the maximum extent by additional outside resources. Therefore it is up to the event organisers to secure the remaining 50 per cent, normally from their own sources. Further funding could also be sought internationally from a variety of sources and especially from the host country.

In general, all CAs proposed for a CEI contribution must contain relevant CEI connotation in terms of objectives, benefits, outputs, main subjects and countries concerned, in line with the *CEI Plan of Action* and its priorities.

Particular attention is given to CEI visibility: the event should receive a CEI label and connotation. CEI posters ought to be displayed in central positions at the venue of the event, and CEI publications are to be distributed to the participants.

The objectives and main subjects of the CAs co-funded by the CEI-PS had to be in line with the overall objectives of the CEI and with the CEI priorities contained in the *CEI Plan of Action*, as well as with those of the CEI Italian Fund at the EBRD, as outlined in the following criteria:

¹⁶ By adopting the *Sarajevo Declaration - "The Central European Initiative's contribution to a cooperative and stable Europe"*, the 1997 CEI Summit of the Heads of Government held in the capital city of Bosnia and Herzegovina launched a new CEI strategy of cohesion and solidarity aimed at supporting the efforts of the transition countries to come closer to the European structures and bridge the gap between the most and the least developed member states.

¹⁷ The *CEI Plan of Action* is a strategic document that provides a framework for the development of CEI activities and projects over a period of three years.

- Subjects and issues to be addressed had to fit in within the **CEI Economic Cooperation Priorities**. These priorities combined the strategies and recommendations of international organisations and IFIs with the CEI's own priorities and objectives. This was necessary in order to use the best available knowledge and advice for each CEI country and economic sector from the international community; to facilitate cooperation with major organisations adding credibility to the relevant CEI activity; and to facilitate co-financing of the relevant activity when this was also promoted by a major organisation.
- The CA had to promote cooperation between CEI countries using **solutions and capabilities that have been successful** in a CEI country, by transferring them to a less advanced CEI country, such as through institutional strengthening programmes, information and technology transfer, and training.
- If the CA was a workshop, conference or similar event, its programme had to include speakers and **presentations on the CEI**.
- CAs had to be **"twinned"** with the **CEI Summit Economic Forum** – they had to present related subjects and issues as part of an annual programme that included the SEF, and they had to provide related conclusions during SEF sessions in November of the current year. SEF announcements had to be distributed to the participants.
- The beneficiaries of specific CEI contributions could only be participants from the **CEI transition countries** (participants from other countries were welcome but could not be subsidised by the CEI contribution to the event, while organisers, teachers and consultants from the donor country could be funded).
- The CEI name had to be part of the main or short name of the activity (for example: **"CEI Workshop on SMEs in Agriculture"** was chosen instead of "SMEs in Agriculture – a workshop supported by the CEI").

The CEI logo had to be inserted in the event programme and all relevant publications.

Twining with the CEI Summit Economic Forum

For a certain period of time all CAs/events such as conferences, seminars and training events that received a CEI contribution from the Trust Fund were required to be "twinned" with the annual CEI Summit Economic Forum. This kind of twinning also used to be proposed by the CEI-PS for events which were not co-financed by the CEI but could benefit from the enhancement deriving from being linked to a broader programme, because related subjects and issues were connected to those of the CEI SEF. The aim was to avoid duplicating the initiatives on a given CEI subject as much as possible.

There were basically three requirements to be followed for a successful SEF twinning:

1. the main short name of the CA, as printed on documents, signs and posters, had to contain the "CEI" acronym, for example, "International Programme on SME Development in CEI Countries", or "CEI Programme on SME Development in Central Europe"
2. a reference to the SEF taking place in the current year, for example, "7th CEI Summit Economic Forum, Warsaw, 19-21 November 2003" had to be contained on the front page of the official CA programme distributed to participants and used in invitations, after or below the title of the organiser's own event/CA, and
3. a summary background and a short programme of the current year's SEF had to be contained as part of the overall CA programme distributed to the participants



CEI Networking

One of the important objectives of the CEI CA Programme has been to establish cooperation between the member states and to develop joint programmes and projects that might involve professionals in these countries. This objective was facilitated through the creation of a so-called “CEI Networking” tool.

In parallel with the creation of the CEI website, which serves as an Internet communication vehicle to link CEI member states, international organisations, potential sponsors, consultants and suppliers, the CEI-PS created “CEI Networking forms”. These forms were initially used also for the submission of CA/IE proposals for funding from the CEI Trust Fund. Both the event and the organisation proposing the event were required to be presented using appropriate Networking forms. The forms were initially available in hard copy and subsequently also through online registration on the CEI website.

Registering at the CEI Networking tool provided the organisers of CAs with many advantages and opportunities. The CEI website offered them the opportunity to be listed in related online directories, enabling the promotion to the wide Internet public of their services and project ideas, and also advertising their needs in terms of business partners and financing.

CEI Cooperation Fund and Evaluation Unit

To facilitate the implementation of growing demand for CEI co-funding of CAs financed by the CEI Trust Fund, the Ministers of Foreign Affairs of CEI Member States at their meeting in Milan in June 2001 decided upon the establishment of a CEI Cooperation Fund in 2002. This new Fund, contributed to by all CEI member states on a yearly basis and managed by the CEI Executive Secretariat in Trieste, provided consistent additional resources for co-funding of CEI CAs, so alleviating the demand from the Trust Fund. To ensure a structured and proper administration of the fund, an ad hoc Evaluation Unit was set up within the CEI-ES.

2. A Retrospective Review of the CA Programme: the methodology and the rationale behind it

The starting point of the methodology used for the review of the CA Programme funded by the CEI Trust Fund is represented by Post-Implementation Evaluation Forms¹⁸.

For each of the 113 CAs managed by the CEI-PS, a separate Post-Implementation Evaluation Form has been filled in, including some essential data about each project, such as the activity duration, number of participants, budget changes and the overall rating. A number of indicators considered relevant for the evaluation and analysis of the Programme as a whole have been identified from the single forms.

Subsequently a comprehensive spreadsheet was developed, where these indicators and other relevant data related to the single CAs were transferred from the forms. On the basis of this spreadsheet, statistics and charts have been created, and these are shown below.

The analysis of the CA Programme is based on the evaluation of the single CA made by the CEI-PS through the form mentioned above. It should be noted that in some cases the documentation available was not always complete or clear.

Monitoring

Monitoring of CEI CAs has always been a matter of discussion within the CEI Secretariats and the CEI Committee of National Coordinators. Whereas on the one hand the necessity of monitoring the single CAs has always been clearly recognised, the practical feasibility of monitoring activity has been a continuing problem.

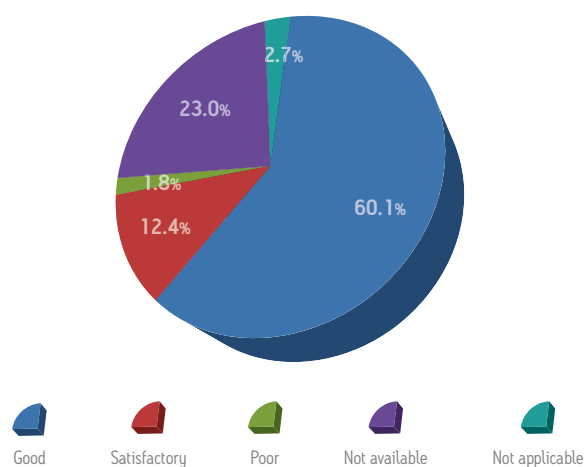
There used to be a clear rule, inserted and refined over the years in the official *CEI Rules for Allocation of Resources* related to the CEI co-funding of CAs, that referred to a so-called “programme controller”. This person was to be appointed by the CEI Secretariats to monitor the execution of the event/activity, to make sure CEI visibility was ensured, and to inform the Secretariat on his/her observations. This person could be a suitable CEI representative, such as a National Coordinator, a member of the relevant Working Group or “SEF partner”.

However, there was a continuing problem of identifying a CEI person available and willing to attend, and also of covering the costs involved. The result was that the monitoring of CAs never worked out and consequently no proper, independent evaluation could have been done on these activities.

3. The CAs Review

The main common indicators identified in the Post-Implementation Evaluation Forms are the following: CEI visibility, quality of documentation, number of countries involved, CAs by sector, CAs by country, type of CAs, category of CAs and overall rating of CAs.

Chart 3.1. CAs supported by the Trust Fund 1998 to 2006: CEI Visibility

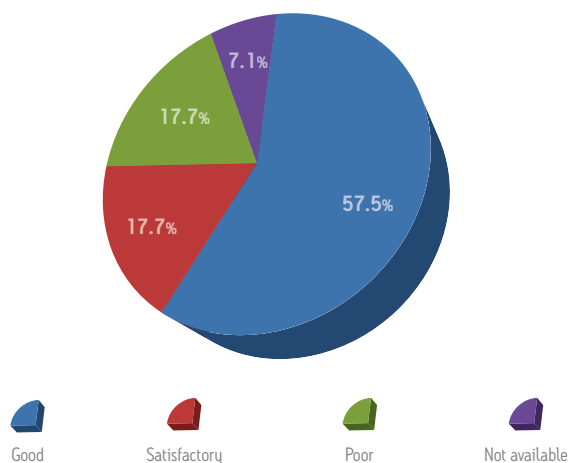


¹⁸ The form has been presented for the consideration of the CEI Committee of National Coordinators (CNC) on 17 February 2006 in Tirana, on 22 September 2006 in Vienna, and on 22-23 November 2006 in Tirana.

CEI visibility

Based on the available documentation, it appears that generally a good CEI visibility was ensured within the implementation of CAs. As this has been one of the most important aims and criteria for CEI co-funding since the beginning of the CA Programme, it appears that the Programme has successfully achieved its aim in this area (see Chart 3.1).

Chart 3.2. CAs supported by the Trust Fund 1998 to 2006: quality of documentation



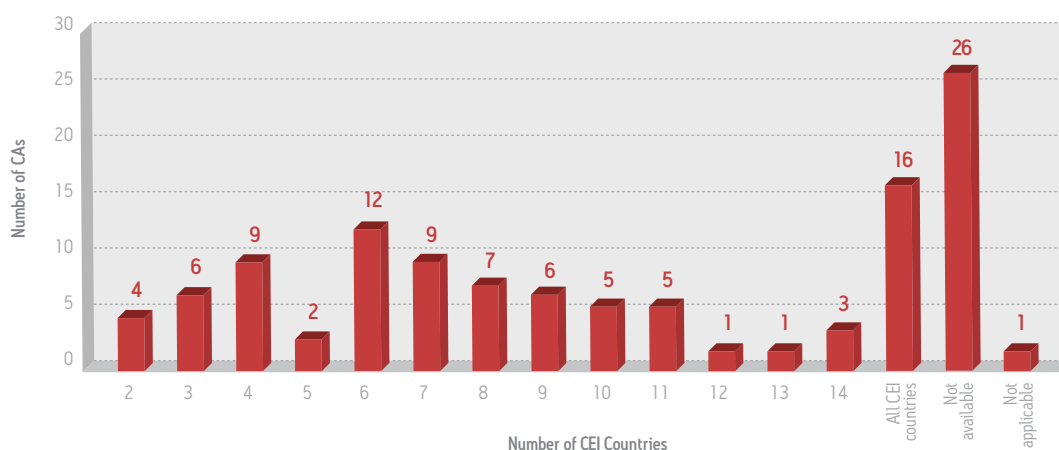
Quality of documentation

As explained in more detail in the section on methodology, the documentation made available to the CEI-PS for the single CAs has often been insufficient, so making it very difficult to perform a proper evaluation. This is reflected in the relatively low proportion (57.5 per cent) of documentation considered to be good (see Chart 3.2).

Number of countries involved

Chart 3.3 indicates that the involvement of CEI member states has been quite diverse, just as diverse as were the types of CAs co-funded by the CEI-PS over the years. According to this indicator, another one of the most important goals of the CA Programme, that of enhanced cooperation among the CEI member states, has been achieved to a large extent.

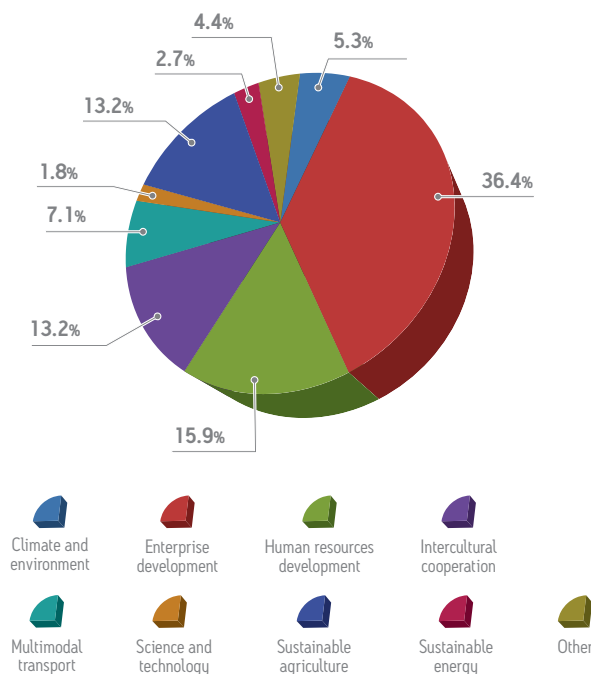
Chart 3.3. CAs supported by the Trust Fund 1998 to 2006: number of CEI countries involved.



CAs by sector

Chart 3.4 and Annex 15 show the CAs by CEI areas of activity.

Chart 3.4. CAs supported by the Trust Fund 1998 to 2006: sector of intervention



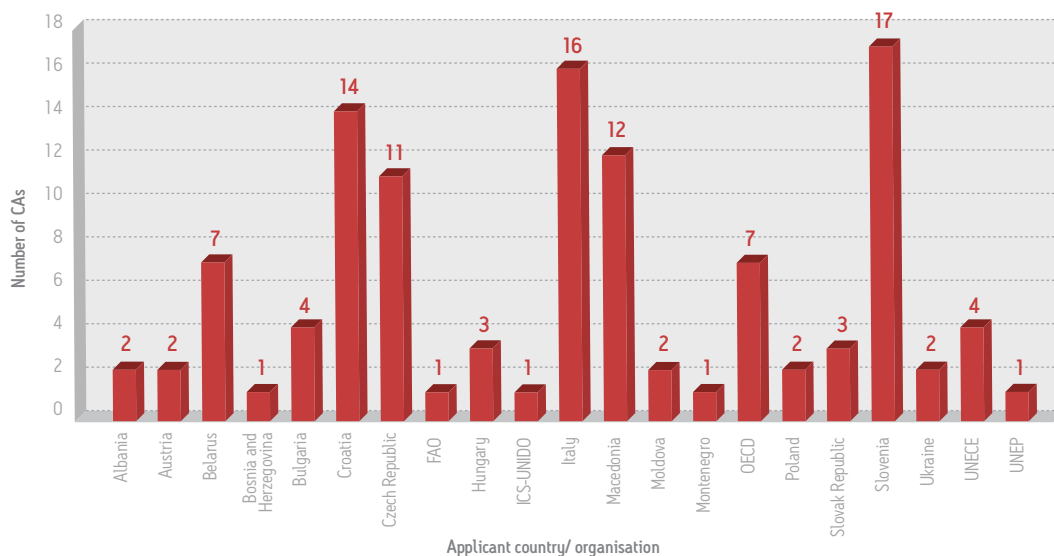
The chart above clearly highlights the predominance of CAs in the enterprise development sector, followed by sustainable agriculture and human resource development. The relatively high percentage of intercultural cooperation activities is related to the initial period of the CA Programme (1998-2001) that was before the establishment of the CEI Cooperation Fund in 2002 which took over the financing of the traditionally high number of CAs in this particular sector. CAs classified as “Other” are related to subjects that go beyond the current CEI areas of activity, such as institutional development, tax reform and regional stability.

CA's by country (number of activities)

The CEI member states with the highest number of CAs financed by the CEI-PS are Slovenia, Italy, Croatia, Macedonia and the Czech Republic (see Chart 3.5 and Annex 16). The relatively high number of projects from Belarus financed by the CEI-PS is related particularly to the first years of the CA Programme, when Belarus appeared very active in the presentation of CA proposals for CEI-PS funding. About 12 per cent of CAs (14 of 113)

were originated by various international organisations with which the CEI has established close cooperation over the years. The organisations concerned are the Food and Agriculture Organization (FAO) of the United Nations; the International Centre for Science and High Technology, United Nations Industrial Development Organization (ICS-UNIDO); the Organisation for Economic Co-operation and Development (OECD); the United Nations Economic Commission for Europe (UNECE); and the United Nations Environment Programme (UNEP).

Chart 3.5. CAs supported by the Trust Fund 1998 to 2006: number of activities by country

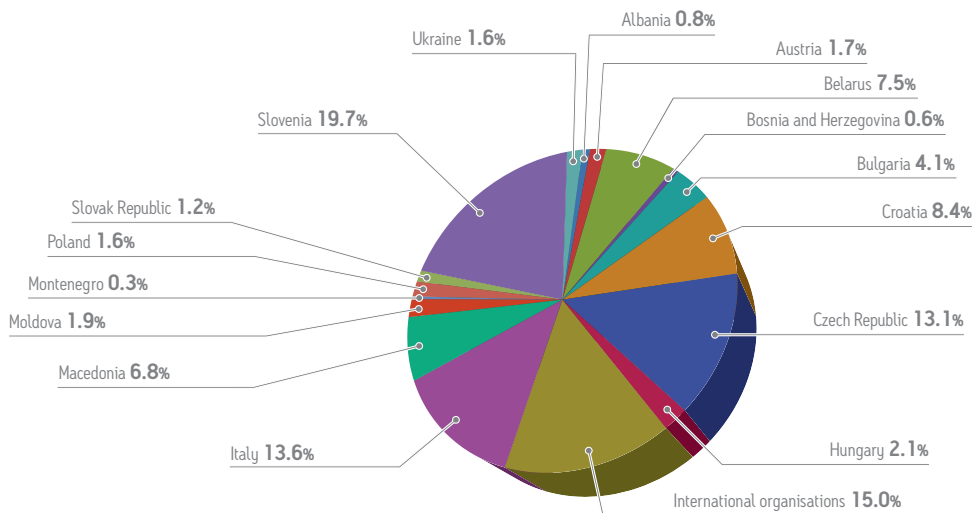


CA's by CEI country (granted funds)

Based on the statistics that emerged from the available data, the CEI member states that have particularly benefited from the CEI CA Programme

funded by the CEI Trust Fund in terms of the contributions received are Slovenia, Italy and the Czech Republic (see Chart 3.6 Annex 17). International organisations and IFIs also strongly benefited from the CEI Funds granted for the CAs originated by them.

Chart 3.6. CAs supported by the Trust Fund 1998 to 2006: by CEI country (granted funds)



Category

Most CAs funded by the CEI-PS may be classified as seminars, workshops or conferences, followed by training courses and summer schools (see Chart 3.7 and Annex 18). There is a relatively high number of activities that have taken place more than once. These CAs are of the same kind and are presented by the same applicant, usually on a yearly basis, with a slight modification of the subject focus each time. A number of successful CAs dealing with subjects of particular interest for the CEI in different areas of CEI activity, and that have gained continuous interest and atten-

dance year after year, have established themselves as so-called "CEI Feature Events". These events represent CEI flagship events in their particular areas and enjoy continuous financial support by the CEI.

Overall rating

Based on the evaluation of the available documentation, Chart 3.8 shows the overall rating of 113 CAs financed by the CEI Trust Fund over the period 1998 to 2006. About 41.6 per cent were rated as excellent and 46.1 per cent as satisfactory.

Chart 3.7. CAs supported by the Trust Fund 1998 to 2006: by category

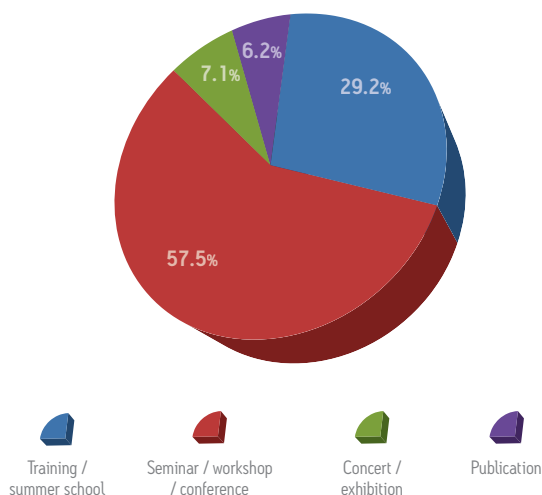
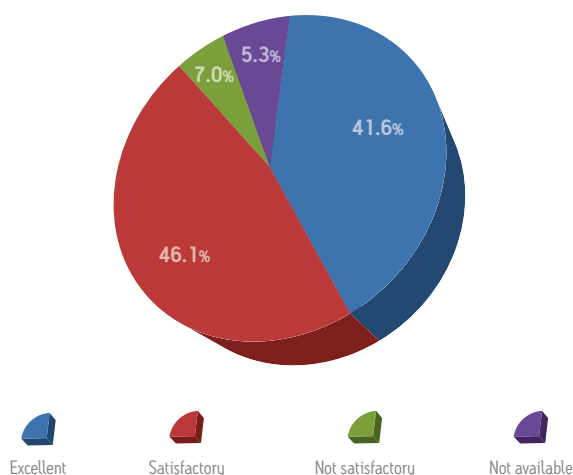


Chart 3.8. CAs supported by the Trust Fund 1998 to 2006: overall rating



4. Lessons learned and main findings

Based on the above analysis, the Review concluded that the results of the CEI CA Programme as a whole match to a high extent the aims and objectives that were originally set:

- in particular, the part of the CA Programme that was co-financed and managed by the CEI-PS in the period between 1998 and 2006 has achieved excellent results in ensuring good CEI visibility and in enhancing CEI cooperation
- however, somewhat poorer results were achieved regarding the quality of documentation submitted by the organisers on the implementation of their CAs, which was often incomplete and insufficient, while monitoring activities of the single CAs were also found to be insufficient
- the analysis recorded the predominance of CAs in certain CEI areas: enterprise development, sustainable agriculture and human resource development

- looking at the CEI member states, Slovenia, Italy and the Czech Republic, as well as international organisations and IFIs, have mostly benefited from the CEI CA Programme (in respect of the part covered by the Review) in terms of the number of activities and of the overall amount of financial resources received for their CAs
- seminars, workshops and conferences were the type of activities that received most funding by the CEI CA Programme supported by the CEI-PS, and
- the overall rating of excellent and satisfactory in 87.7 per cent of 113 CAs examined represents a good overall rating for the CA Programme as a whole

A further proof of the validity of the CEI CA Programme lies in the fact that it has now been running for 12 years. As mentioned at the beginning of this chapter, the Programme is currently financed by the CEI Cooperation Fund, with increasing financial resources made available on a yearly basis by the CEI member states contributing to the Fund.





FUTURE

PRESENT

PAST

Main findings of the Retrospective Review

Findings

The Retrospective Review assessed what the CEI Fund has done, through its three main programmes, to foster social and economic development in the CEI region. In general, the Review found that the CEI Fund programmes were successful in helping to achieve the CEI's objectives and strategies. Focus on the Western Balkan states, the CEI countries not included so far in the next arrangements for EU enlargement, and regional projects were the priority areas under the three programmes funded by the CEI Trust Fund.

The CEI Technical Cooperation (TC) Programme represents the most relevant tool that the CEI Fund has at its disposal to promote economic development in target countries. It has the highest funding of the three main CEI programmes. It also paves the way for international investments in the related countries and sectors of operations, and so contributes to promoting economic and social development of the CEI region as a whole. The Review recommends that there should be a further investigation of the link between TC operations and international investments to make a better assessment of the specific contribution that the CEI operations have made.

The review of the TC Programme generally found a very good consistency between the scope of the projects and the CEI strategies. Geographic distribution and sectors covered were coherent with the overall CEI strate-

gies. The analysis of quality indicators also demonstrated that projects were successful.

Nevertheless, some possible ways to improve the implementation of the TC Programme in the future were identified. These recommendations concern the management of data for CEI TC archives, and they will be implemented in the near future.

Transport, energy and municipal development were the most investment-related sectors in CEI TC operations. The highest rates of international investments, in line with the CEI strategies, were recorded for the Western Balkans (especially Bosnia and Herzegovina) and for those CEI countries so far excluded from the EU perspectives of next enlargements (especially Ukraine). Regional projects also played an important role.

As a recommendation for the future selection of the operations of CEI TCs, given the restricted amount of resources at the CEI disposal, the selection of CEI TCs should remain coherent with investment opportunities, following the pattern of the CEI Fund in the last four-year period.

The investment link might also be better prioritised within the Know-how Exchange Programme (KEP). Where there is the potential for a follow-up for a project, in terms of related investments and activities, this should represent an asset in the selection process. The analysis of sectors of KEP



intervention demonstrated a balanced distribution among three areas: agriculture, capacity building, and the development of small and medium-sized enterprises (SMEs). The fourth area, energy and environment, was less represented. On the country distribution side, Italy and Poland turned out to be the most active know-how donors, while Moldova and Ukraine were the two recipient states that benefited the most from KEP assignments. The study revealed that the new EU members (emerging donors) preferred to concentrate their know-how on neighbouring countries, important from their foreign policies' viewpoint, so that, for example, Poland addressed its support to Ukraine and Moldova, and Slovenia to the Western Balkan countries.

The assessments of the quality of KEP projects also revealed a prevalence of highly successful and successful interventions. However, there is room for future improvement of the Programme by adding a specific monitoring component to the implementation of projects.

The results from the review of the CEI Cooperation Activity (CA) Programme showed that the Programme as a whole seemed to match the aims and objectives that the CEI had originally set. In particular, the part of the CA Programme that was co-financed and managed by the Secretariat for CEI Projects in the period between 1998 and 2006 achieved excellent results in ensuring good CEI visibility and in enhancing CEI cooperation.

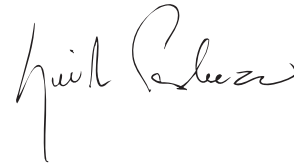
The lessons learned can be acknowledged and used by the CEI Executive Secretariat, which is currently responsible for implementing and developing the CA Programme. The Programme is funded by the Cooperation Fund, co-financed by all CEI countries. The most relevant recommendation from the Review concerns the lack of monitoring of the Programme.

In 2010 the CEI Fund will be in its 18th year of operation. Since 1992, thanks to the Italian Government, the CEI Trust Fund at the EBRD has contributed to the implementation of relevant projects in the CEI region, aimed at promoting its social and economic development. Economic reforms have accompanied important geo-political changes in the CEI region, and the CEI Fund, with its programmes, has helped to contribute to the changes. Nine of 18 CEI members are also members of the European Union, while six others are candidates or potential candidates for EU membership, and agreements have helped to strengthen relations with the EU for the other three CEI countries.

Looking to the future, the CEI Fund, following the CEI priorities as indicated within the CEI Plan of Action and in line with Italian strategies, will keep on fostering reforms for the economic and social development of the CEI region, especially supporting the countries that are not members of the EU.

Guido Paolucci

Programme Manager, Secretariat for CEI Projects



Annexes





ANNEX 1

Standard TC Completion Report Form

Annexes

Donor Completion Report

1. Commitment Details

1.1	Commitment No.
1.2	Project Title
1.3	Country
1.4	Sector
1.5	Total Commitment Amount
1.6	Total Amount Disbursed
1.7	Date of Internal Approval
1.8	Date of Funding Approval
1.9	Related Investment(s) (EBRD Amount and DTM No.)
1.10	Related TC(s) (Amount)
1.11	Consultant
1.12	Contract Start Date
1.13	Original Contract End Date
1.14	Current Contract End Date
1.15	Commitment Closure Date

2. Documentation

2.1 Supporting Documentation

3. Objectives and Tasks

3.1	Main rationale for the proposed TC project.
3.2	Why is the TC needed, and why use TC funds?
3.3	Main components/tasks the consultant was asked to undertake (refer to original ToR for details).
3.4	How well were the tasks completed by the consultant?
3.5	Comment on the relevance of the objectives, and how the tasks covered in the ToR contributed to achieving the objectives.
3.6	Were there any changes to objectives, tasks, timing of implementation or budget after TC Com approval?
3.7	Describe and explain any changes (for example, if there is a long gap between the original contract end date and the closure date in Section 1. this should be explained).

4. Assessment of Inputs

4.1	Describe identified risks (internal and external) and mitigating measures taken (refer to Section 5.2 of original TC submission for identified risks).
4.2	How do you rate the Bank's performance in terms of preparation and monitoring of the assignment?
4.3	Justify this rating. What would you change with regard to design and monitoring, if you were to handle a similar assignment in the future?
4.4	Level of local client's commitment during design and implementation.
4.5	Justify your rating of the client's commitment. Comment on client's involvement during ToR design, consultant selection and implementation (refer to Section 8 of the TC Com submission).
4.6	Quality and timeliness of consultant's deliverables.
4.7	Consultant's organisation and execution of task.
4.8	Consultant's overall compliance with terms of reference.
4.9	Would you recommend the consultant to other, similar assignments?
4.10	How would you rate the 'value for consultant money' of this assignment?
4.11	Overall rating of the consultant's performance.
4.12	Justify this overall rating. For example comment on: <ul style="list-style-type: none">✓ Any areas where the consultant's performance was insufficient.✓ Consultant's relationship with the Bank and the client.✓ Consultant's ability to adapt and take initiative.✓ Backstopping and support from the management of the consultancy firm.

5. Assessment of Outputs

5.1	What will be the impact of the Bank's investment? Comment on how technical cooperation will contribute to this project. For example comment on: <ul style="list-style-type: none">✓ The planned and actual relation between the assignment and related Bank investment✓ What is the investment's progress to date?✓ To what extent has the assignment supported preparation or implementation of the investment?
5.2	Has this assignment identified the need for additional TC assignments, or the need for any other type of follow up by the Bank?
5.3	How will the impact be sustained over time?
5.4	How was donor visibility be ensured for this assignment? For example, inclusion of donor in press events, meetings between donor and client, efforts to maximise donor recognition within beneficiary groups.
5.5	Comment on each success indicator, and the impacted transition impact in the original TC Com submission below: Success Indicators: Expected Transition Impact:
5.6	How do you categorise the assignment's overall outcome?
5.7	Justify this overall rating.

6. Lessons Learned

6.1	What were the lessons learned for assignment preparation and design?
6.2	What were the lessons learned for assignment implementation and monitoring?

ANNEX 2

List of all TCs covered in the present review, with their respective operation number

<i>operation number</i>	<i>commitment number</i>	<i>commitment name</i>	<i>country of operation</i>	<i>sector</i>	<i>status</i>	<i>value (€)</i>	<i>type of support</i>
1	CEI-1993-12-01	Kyiv to Western Border Highway Feasibility Study	Ukraine	Transport	Closed	784,844	Pre-investment
2	CEI-1994-04-01	Central European Initiative - transport information reporting project (design and supervision)	Albania	Transport	Closed	156,621	Capacity building
	CEI-1994-08-03	CETIR - Central Initiative System - transport information reporting system	Regional	Transport	Closed	505,484	Capacity building
3	CEI-1994-06-02	Commercial law training	Regional	Enterprise development	Closed	1,910,891	Capacity building
	CEI-1997-07-02	Commercial law training extension	Regional	Enterprise development	Closed	619,474	Capacity building
	CEI-1997-11-07	Law reform and training programme III / CEI support	Regional	Enterprise development	Closed	82,566	Capacity building
4	CEI-1995-07-01	Industrial zone development Study	Slovak Republic	Enterprise development	Closed	19,923	Pre-investment
5	CEI-1997-08-03	Air navigation system management information system	Ukraine	Transport	Closed	182,412	Implementation
6	CEI-1997-09-04	Emergency power system reconstruction project	Bosnia and Herzegovina	Energy	Closed	76,218	Implementation
	CEI-1997-09-05	Emergency power system reconstruction project	Bosnia and Herzegovina	Energy	Closed	133,581	Implementation
7	CEI-1998-03-08	Project screening for Bosnia-Herzegovina	Bosnia and Herzegovina	General development	Closed	62,683	Pre-investment
8	CEI-1998-04-09	Sarajevo Airport Masterplan study	Bosnia and Herzegovina	Transport	Closed	167,412	Implementation
9	CEI-1998-07-10	Design and supervision consultants for Croatia Wholesale Markets	Croatia	Agriculture	Closed	737,639	Implementation
10	CEI-1998-08-11	Business Advisory Services - feasibility study	Bosnia and Herzegovina	Enterprise development	Closed	19,594	Capacity building
	CEI-2000-06-01	Business Advisory Service (BAS) Programme in Croatia - Ana Betica	Croatia	Enterprise development	Closed	24,633	Capacity building
	CEI-2000-06-02	Business Advisory Service (BAS) Programme in Croatia - TAM Management & Support	Croatia	Enterprise development	Closed	37,600	Capacity building
	CEI-2000-06-03	Business Advisory Service (BAS) Programme in Croatia - subsidy contributions	Croatia	Enterprise development	Closed	759,928	Capacity building
	CEI-2000-06-04	Business Advisory Service (BAS) Programme in Croatia - office operating expenses	Croatia	Enterprise development	Closed	71,600	Capacity building
	CEI-2000-06-05	Business Advisory Service (BAS) Programme in Croatia - office rent & Opex	Croatia	Enterprise development	Closed	85,945	Capacity building
	CEI-2000-06-06	Business Advisory Service (BAS) Programme in Croatia - office equipment & furniture	Croatia	Enterprise development	Closed	20,967	Capacity building
	CEI-2000-07-08	Business Advisory Service (BAS) Programme in Croatia - Local Programme Director	Croatia	Enterprise development	Closed	61,431	Capacity building
	CEI-2000-07-09	Business Advisory Service (BAS) Programme in Croatia - Travel Expenses for Udo Schedel	Croatia	Enterprise development	Closed	9,680	Capacity building

<i>operation number</i>	<i>commitment number</i>	<i>commitment name</i>	<i>country of operation</i>	<i>sector</i>	<i>status</i>	<i>value (€)</i>	<i>type of support</i>
	CEI-2000-09-11	Business Advisory Service (BAS) Programme in Croatia - Project Officer	Croatia	Enterprise development	Closed	36,688	Capacity building
	CEI-2001-10-04F	Business Advisory Service (BAS) Programme in South East Europe	Regional	Enterprise development	Closed	1,243,645	Capacity building
	CEI-2002-06-01F	TAM Programme - CEI TAM Privatisation Support	Regional	Enterprise development	Closed	468,284	Capacity building
	CEI-2002-08-02	Business Advisory Service (BAS) Programme in Croatia - National Programme Director Kruno Placko	Croatia	Enterprise development	Closed	14,482	Capacity building
	CEI-2002-08-03	Business Advisory Service (BAS) Programme in Croatia - Asst to National Prog. Director - Ana Betica	Croatia	Enterprise development	Closed	6,273	Capacity building
	CEI-2002-12-04	BAS Programme / Contract of the BAS Croatia National Programme Director, Ana Klaric	Croatia	Enterprise development	Closed	21,965	Capacity building
	CEI-2002-12-05	BAS Programme / Contract Extension of the BAS Croatia Assistant to National Programme Director, Ana Betica	Croatia	Enterprise development	Closed	3,111	Capacity building
	CEI-2003-05-01	CEI Business Advisory Service (BAS) Programme in Croatia and Macedonia - Programme Evaluation	Regional	Enterprise development	Closed	9,748	Capacity building
	CEI-2003-07-01F	Business Advisory Service (BAS) Programme in SE Europe (Croatia, Slovenia, BiH, Bulgaria and Macedonia)	Regional	Enterprise development	Closed	1,070,930	Capacity building
	CEI-2005-02-04	TAM - Tikves	Macedonia	Enterprise development	Closed	38,972	Capacity building
	CEI-2005-04-05F	Business Advisory Service (BAS) Programme in Slovenia - Framework	Slovenia	Enterprise development	Closed	92,232	Capacity building
	CEI-2007-02-01F	TAM - Tikves	Macedonia	Enterprise development	Closed	8,040	Capacity building
11	CEI-1999-07-01	Sarajevo International Airport - Lighting & Equipment	Bosnia and Herzegovina	Transport	Closed	409,971	Implementation
	CEI-1999-07-02	Sarajevo International Airport - equipment / training	Bosnia and Herzegovina	Transport	Closed	30,000	Implementation
12	CEI-1999-12-05	Procurement assistance to the transport team	Regional	Transport	Closed	89,091	Implementation
13	CEI-2000-07-10	CEI Loans for Small Entrepreneurs in Albania	Albania	Enterprise development	Closed	268,586	Implementation
14	CEI-2001-02-01	CEI Romanian Railways Cooperation Project - Project Preparation & Implementation	Romania	Transport	Closed	409,448	Pre-investment
	CEI-2003-06-01	CEI Romanian Railways Cooperation Project	Romania	Transport	Closed	16,099	Pre-investment
15	CEI-2001-03-02	CEI Road Rehabilitation of Corridor VIII in Albania	Albania	Transport	Closed	1,700,000	Implementation
16	CEI-2001-09-03F	CEI Wholesale Markets Foundation	Regional	Agriculture	Closed	464,812	Capacity building
17	CEI-2003-02-01	FYR Macedonia, ATCO refresher courses	Macedonia	Transport	Closed	235,408	Capacity building
	CEI-2003-02-02	FYR Macedonia, ATCO refresher courses	Macedonia	Transport	Closed	58,433	Capacity building
18	CEI-2004-04-01	Bulgaria Water and Wastewater Project Facility	Bulgaria	Municipal development	Closed	204,233	Pre-investment
	CEI-2004-10-05	Bulgaria Water and Wastewater Project	Bulgaria	Municipal development	Closed	43,860	Pre-investment

<i>operation number</i>	<i>commitment number</i>	<i>commitment name</i>	<i>country of operation</i>	<i>sector</i>	<i>status</i>	<i>value (€)</i>	<i>type of support</i>
19	CEI-2004-06-02	FAO CEI - EASTAGRI	Regional	Agriculture	Disbursing	57,012	Investment generation
	CEI-2006-03-05	Regional: EastAgri CEI Network - Phase II	Regional	Agriculture	Disbursing	47,349	Investment generation
20	CEI-2004-10-03F	Regional: Energy Audits Programme Framework Agreements (D'Appolonia)	Regional	Energy	Disbursing	229,000	Investment generation
	CEI-2004-10-04F	Regional: Energy Audits Programme Framework Agreements (MWH)	Regional	Energy	Closed	238,162	Investment generation
	CEI-2008-11-09F	Energy Audits Programme (CEI funded - extension) D'Appolonia	Regional	Energy	Committed	184,850	Investment generation
	CEI-2008-11-10F	Energy Audits Programme (CEI funded - extension) MWH	Regional	Energy	Disbursing	152,838	Investment generation
21	CEI-2005-02-03	Milavitsa Strategic Industry Advisor	Belarus	Enterprise development	Closed	15,110	Implementation
22	CEI-2005-07-06	CEI Insurance Privatisation Assistance for INSIG (Albania)	Albania	Enterprise development	Closed	404,970	Capacity building
23	CEI-2005-08-07	BiH Regional Railway Project: Environmental Analysis & Audit	Bosnia and Herzegovina	Transport	Closed	19,800	Pre-investment
24	CEI-2005-12-08	Bosnia - Sector Study of the Forestry Study	Bosnia and Herzegovina	Agriculture	Closed	49,103	Capacity building
25	CEI-2005-12-09	Market Study for Sustainable Energy in the Slovak Republic	Slovak Republic	Energy	Closed	49,307	Pre-investment
26	CEI-2006-08-07	FYR Macedonia: Consulting Services for Implementation of Management and Financial Procedures and Systems for Air Navigation System Provider	Macedonia	Transport	Disbursing	248,750	Capacity building
27	CEI-2006-09-08	Romania: Brasov Urban Transport: Regulatory Strengthening Advisory Services to the City	Romania	Municipal development	Closed	69,084	Capacity building
	CEI-2006-09-09	Romania: Brasov Urban Transport: Corporate Development Programme	Romania	Municipal development	Closed	79,998	Capacity building
28	CEI-2006-12-12	BiH Regional Railway Project: Assistance with Restructuring	Bosnia and Herzegovina	Transport	Closed	279,950	Pre-investment
	CEI-2007-08-06	BiH Regional Railway Project: Assistance with Restructuring (extension)	Bosnia and Herzegovina	Transport	Closed	20,000	Pre-investment
29	CEI-2007-07-04	Crimea Municipal Infrastructure - Yalta Vodocanal IFRS	Ukraine	Municipal development	Closed	49,440	Pre-investment
30	CEI-2007-08-05	Albania: Tirana Creditworthiness Enhancement Programme (CEP)	Albania	Municipal development	Closed	330,018	Capacity building
31	CEI-2007-09-07	Kiev City Transport: Financial Due Diligence & IFRS Audit - Kiev Metropolitan	Ukraine	Municipal development	Closed	60,000	Pre-investment
32	CEI-2007-12-08	Assessment of Sustainable Energy Potential in West Balkans	Regional	Energy	Closed	196,000	Investment generation
33	CEI-2008-05-02	BiH Resettlement Framework and Action Plan for Corridor Vc	Bosnia and Herzegovina	Transport	Disbursing	79,604	Pre-investment
	CEI-2008-07-04	BiH Resettlement Framework and Action Plan for Corridor Vc (Extension)	Bosnia and Herzegovina	Transport	Disbursing	12,435	Pre-investment
34	CEI-2008-09-05	Extension to IBP and Strengthening of SME Loans Procedures	Belarus	Enterprise development	Disbursing	195,990	Implementation
35	CEI-2008-12-11	FYR Macedonia: Environmental and Social Analysis for ASR	Macedonia	Transport	Disbursing	48,405	Pre-investment

ANNEX 3

TC distribution within operations and according to commitment year

operation number	no of TCs	country of operation	sector	type of support	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	value (€)
1	1	Ukraine	Transport	Pre-investment	1																784,844
2	2	Regional	Transport	Capacity building		2															662,105
3	3	Regional	Enterprise development	Capacity building		1			2												2,612,930
4	1	Slovak Republic	Enterprise development	Pre-investment			1														19,923
5	1	Ukraine	Transport	Implementation					1												182,412
6	2	Bosnia and Herzegovina	Energy	Implementation					2												209,799
7	1	Bosnia and Herzegovina	General development	Pre-investment						1											62,683
8	1	Bosnia and Herzegovina	Transport	Implementation						1											167,412
9	1	Croatia	Agriculture	Implementation						1											737,639
10	21	Regional	Enterprise development	Capacity building						1		9	1	5	2		2			1	4,105,746
11	2	Bosnia and Herzegovina	Transport	Implementation							2										439,971
12	1	Regional	Transport	Implementation							1										89,091
13	1	Albania	Enterprise development	Implementation								1									268,586
14	2	Romania	Transport	Pre-investment									1		1						425,547
15	1	Albania	Transport	Implementation									1								1,700,000
16	1	Regional	Agriculture	Capacity building									1								464,812
17	2	Macedonia	Transport	Capacity building											2						293,841
18	2	Bulgaria	Municipal development	Pre-investment												2					248,093
19	2	Regional	Agriculture	Investment generation												1			1		104,361
20	4	Regional	Energy	Investment generation												2				2	804,850

operation number	no of TCs	country of operation	sector	type of support	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	value (€)
21	1	Belarus	Enterprise development	Implementation													1				15,110
22	1	Albania	Enterprise development	Capacity building													1				404,970
23	1	Bosnia and Herzegovina	Transport	Pre-investment													1				19,800
24	1	Bosnia and Herzegovina	Agriculture	Investment generation													1				49,103
25	1	Slovak Republic	Energy	Pre-investment													1				49,307
26	1	Macedonia	Transport	Capacity building														1			248,750
27	2	Romania	Municipal development	Capacity building														2			149,082
28	2	Bosnia and Herzegovina	Transport	Pre-investment													1	1			299,950
29	1	Ukraine	Municipal development	Pre-investment															1		49,440
30	1	Albania	Municipal development	Capacity building															1		330,018
31	1	Ukraine	Municipal development	Pre-investment															1		60,000
32	1	Regional	Energy	Investment generation															1		196,000
33	2	Bosnia and Herzegovina	Transport	Pre-investment																2	92,039
34	1	Belarus	Enterprise development	Implementation																1	195,990
35	1	Macedonia	Transport	Pre-investment																1	48,405
Total	70				1	3	1	0	5	4	3	10	4	5	5	5	7	5	6	6	16,592,609



ANNEX 4

TC, operations and value distribution by year

year	TCs		value		average amount per TC (€)	No of operations started
	No	%	€	%		
1993	1	1.43	784,844	4.73	784,844	1
1994	3	4.29	2,572,996	15.51	857,665	2
1995	1	1.43	19,923	0.12	19,923	1
1996	0	0.00	0	0.00	0	0
1997	5	7.14	1,094,251	6.59	218,850	2
1998	4	5.71	987,327	5.95	246,832	4
1999	3	4.29	529,062	3.19	176,354	2
2000	10	14.29	1,377,057	8.30	137,706	1
2001	4	5.71	3,817,905	23.01	954,476	3
2002	5	7.14	514,115	3.10	102,823	0
2003	5	7.14	1,390,618	8.38	278,124	1
2004	5	7.14	772,267	4.65	154,453	3
2005	7	10.00	669,494	4.03	95,642	5
2006	5	7.14	725,131	4.37	145,026	3
2007	6	8.57	663,498	4.00	110,583	4
2008	6	8.57	674,122	4.06	112,354	3
Total	70	100.00	16,592,609	100.00	237,037	35
Average per year	4.375	6.25	1,037,038	6.25		



ANNEX 5

TC, operations and value distributions by country

country of operation	TCs		operations			value	
	No	%	No	%	closed	(€)	%
Albania	4	5.71	4	11.43	4	2,703,574	16.29
Belarus	2	2.86	2	5.71	1	211,100	1.27
Bosnia and Herzegovina	12	17.14	8	22.86	7	1,340,757	8.08
Bulgaria	2	2.86	1	2.86	1	248,093	1.50
Croatia	1	1.43	1	2.86	1	737,639	4.45
Macedonia	4	5.71	3	8.57	1	590,996	3.56
Romania	4	5.71	2	5.71	2	574,629	3.46
Slovak Republic	2	2.86	2	5.71	2	69,230	0.42
Ukraine	4	5.71	4	11.43	4	1,076,696	6.49
Regional	35	50.00	8	22.86	7	9,039,895	54.48
Total	70	100.00	35	100.00	30	16,592,609	100.00



ANNEX 6

TC, operations and value distributions by sector

sectors of operation	TCs		operations			value	
	No	%	No	%	closed	(€)	%
Agriculture	5	7.14	4	11.43	3	1,355,914	8.17
Energy	8	11.43	4	11.43	4	1,259,956	7.59
Enterprise development	29	41.43	7	20.00	6	7,623,256	45.94
Municipal development	7	10.00	5	14.29	5	836,633	5.04
Transport	20	28.57	14	40.00	11	5,454,166	32.87
General development	1	1.43	1	2.86	1	62,683	0.38
Total	70	100.00	35	100.00	30	16,592,609	100.00



ANNEX 7

TC, operations and value distributions by type of support

<i>type of support</i>	<i>TCs</i>		<i>operations</i>			<i>value</i>	
	<i>No</i>	<i>%</i>	<i>No</i>	<i>%</i>	<i>closed</i>	<i>(€)</i>	<i>%</i>
Investment generation	8	11.43	4	11.43	3	1,154,314	6.96
Pre-investment	16	22.86	12	34.29	10	2,160,032	13.02
Implementation	12	17.14	10	28.57	9	4,006,009	24.14
Capacity building	34	48.57	9	25.71	8	9,272,254	55.88
Total	70	100.00	35	100.00	30	16,592,609	100.00



ANNEX 8.1

Performance indicators ratings distribution by country

Operation number	Country of operation	Sector	Type of support	Number of TCs	First commitment year	Management of TC	Overall outcome	Client's commitment	Consultant performance	Value for money	Value (€)
13	Albania	Enterprise development	Implementation	1	2000	Good	Good	Good	Good	Good	268,586
15	Albania	Transport	Implementation	1	2001	Good	Good	Good	Good	Good	1,700,000
22	Albania	Enterprise development	Capacity building	1	2005	Poor	Satisfactory	Poor	Poor	Poor	404,970
30	Albania	Municipal development	Capacity building	1	2007	Good	Good	Good	Good	Very good	330,018
21	Belarus	Enterprise development	Implementation	1	2005	Satisfactory	Good	Good	Poor	Poor	15,110
34	Belarus	Enterprise development	Implementation	1	2008	Satisfactory	Disbursing	Good	Disbursing	Disbursing	195,990
6	Bosnia and Herzegovina	Energy	Implementation	2	1997	Satisfactory	Good	Good	Poor	Satisfactory	209,799
7	Bosnia and Herzegovina	General development	Pre-investment	1	1998	-	-	-	-	-	62,683
8	Bosnia and Herzegovina	Transport	Implementation	1	1998	Very good	Very good	Very good	Very good	Very good	167,412
11	Bosnia and Herzegovina	Transport	Implementation	2	1999	Very good	Very good	Good	Good	Satisfactory	439,971
23	Bosnia and Herzegovina	Transport	Pre-investment	1	2005	Good	Good	Very good	Very good	Good	19,800
24	Bosnia and Herzegovina	Agriculture	Investment generation	1	2005	Satisfactory	Good	Good	Good	Good	49,103
28	Bosnia and Herzegovina	Transport	Pre-investment	2	2006	Good	Good	Good	Good	Good	299,950
33	Bosnia and Herzegovina	Transport	Pre-investment	2	2008	Very good	Disbursing	Disbursing	Very good	Disbursing	92,039
18	Bulgaria	Municipal development	Pre-investment	2	2004	Good	Good	Good	Good	Good	248,093
9	Croatia	Agriculture	Implementation	1	1998	-	-	-	-	-	737,639
17	Macedonia	Transport	Capacity building	2	2003	Good	Good	Very good	Good	Good	293,841
26	Macedonia	Transport	Capacity building	1	2006	Disbursing	Disbursing	Disbursing	Disbursing	Disbursing	248,750
35	Macedonia	Transport	Pre-investment	1	2008	Disbursing	Disbursing	Disbursing	Disbursing	Disbursing	48,405
14	Romania	Transport	Pre-investment	2	2001	Good	Good	Very good	Good	Good	425,547
27	Romania	Municipal development	Capacity building	2	2006	Good	Good	Good	Good	Good	149,082
4	Slovak Republic	Enterprise development	Pre-investment	1	1995	Good	Good	Poor	Satisfactory	Very good	19,923
25	Slovak Republic	Energy	Pre-investment	1	2005	Good	Good	Good	Good	Good	49,307
1	Ukraine	Transport	Pre-investment	1	1993	Satisfactory	Poor	Satisfactory	Satisfactory	Good	784,844
5	Ukraine	Transport	Implementation	1	1997	Good	Satisfactory	Satisfactory	Good	Good	182,412
29	Ukraine	Municipal development	Pre-investment	1	2007	Very good	Very good	Very good	Very good	Very good	49,440
31	Ukraine	Municipal development	Pre-investment	1	2007	Good	Satisfactory	Satisfactory	Good	Satisfactory	60,000
2	Regional	Transport	Capacity building	2	1994	Poor	Good	Satisfactory	Satisfactory	Good	662,105
3	Regional	Enterprise development	Capacity building	3	1994	Good	Very good	Very good	Very good	Very good	2,612,930
10	Regional	Enterprise development	Capacity building	21	1998	Good	Good	Good	Good	Good	4,105,746
12	Regional	Transport	Implementation	1	1999	Good	Good	Good	Good	Good	89,091
16	Regional	Agriculture	Capacity building	1	2001	Good	Satisfactory	Satisfactory	Good	Satisfactory	464,812
19	Regional	Agriculture	Investment generation	2	2004	Disbursing	Disbursing	Disbursing	Disbursing	Disbursing	104,361
20	Regional	Energy	Investment generation	4	2004	Good	Disbursing	Disbursing	Disbursing	Very good	804,850
32	Regional	Energy	Investment generation	1	2007	Very good	Very good	Very good	Very good	Very good	196,000

■ Very good
 ■ Good
 ■ Satisfactory
 ■ Poor
 - No data
 / Disbursing

ANNEX 8.2

Performance indicators ratings distribution by sector

Operation number	Country of operation	Sector	Type of support	Number of TCs	First commitment year	Management of TC	Overall outcome	Client's commitment	Consultant performance	Value for money	Value (€)
9	Croatia	Agriculture	Implementation	1	1998	-	-	-	-	-	737,639
16	Regional	Agriculture	Capacity building	1	2001	Good	Satisfactory	Satisfactory	Good	Satisfactory	464,812
19	Regional	Agriculture	Investment generation	2	2004	Disbursing	Disbursing	Disbursing	Disbursing	Disbursing	104,361
24	Bosnia and Herzegovina	Agriculture	Investment generation	1	2005	Satisfactory	Good	Good	Good	Good	49,103
6	Bosnia and Herzegovina	Energy	Implementation	2	1997	Satisfactory	Good	Good	Poor	Satisfactory	209,799
20	Regional	Energy	Investment generation	4	2004	Disbursing	Disbursing	Disbursing	Disbursing	Disbursing	804,850
25	Slovak Republic	Energy	Pre-investment	1	2005	Good	Good	Good	Good	Good	49,307
32	Regional	Energy	Investment generation	1	2007	Very good	Very good	Very good	Very good	Very good	196,000
3	Regional	Enterprise development	Capacity building	3	1994	Good	Very good	Very good	Very good	Very good	2,612,930
4	Slovak Republic	Enterprise development	Pre-investment	1	1995	Good	Good	Poor	Satisfactory	Very good	19,923
10	Regional	Enterprise development	Capacity building	21	1998	Good	Good	Good	Good	Good	4,105,746
13	Albania	Enterprise development	Implementation	1	2000	Good	Good	Good	Good	Good	268,586
21	Belarus	Enterprise development	Implementation	1	2005	Satisfactory	Good	Good	Poor	Poor	15,110
22	Albania	Enterprise development	Capacity building	1	2005	Poor	Satisfactory	Poor	Poor	Poor	404,970
34	Belarus	Enterprise development	Implementation	1	2008	Satisfactory	Disbursing	Disbursing	Disbursing	Disbursing	195,990
18	Bulgaria	Municipal development	Pre-investment	2	2004	Good	Good	Good	Good	Good	248,093
27	Romania	Municipal development	Capacity building	2	2006	Good	Good	Good	Good	Good	149,082
29	Ukraine	Municipal development	Pre-investment	1	2007	Very good	Very good	Very good	Very good	Very good	49,440
30	Albania	Municipal development	Capacity building	1	2007	Good	Good	Good	Very good	Very good	330,018
31	Ukraine	Municipal development	Pre-investment	1	2007	Good	Satisfactory	Satisfactory	Good	Satisfactory	60,000
1	Ukraine	Transport	Pre-investment	1	1993	Satisfactory	Poor	Satisfactory	Satisfactory	Good	784,844
2	Regional	Transport	Capacity building	2	1994	Poor	Good	Satisfactory	Satisfactory	Good	662,105
5	Ukraine	Transport	Implementation	1	1997	Good	Satisfactory	Satisfactory	Good	Good	182,412
8	Bosnia and Herzegovina	Transport	Implementation	1	1998	Very good	Very good	Very good	Very good	Very good	167,412
11	Bosnia and Herzegovina	Transport	Implementation	2	1999	Very good	Very good	Very good	Very good	Satisfactory	439,971
12	Regional	Transport	Implementation	1	1999	Good	Good	Good	Good	Good	89,091
14	Romania	Transport	Pre-investment	2	2001	Good	Very good	Very good	Very good	Very good	425,547
15	Albania	Transport	Implementation	1	2001	Good	Good	Good	Good	Good	1,700,000
17	Macedonia	Transport	Capacity building	2	2003	Good	Very good	Very good	Very good	Very good	293,841
23	Bosnia and Herzegovina	Transport	Pre-investment	1	2005	Good	Very good	Very good	Very good	Very good	19,800
26	Macedonia	Transport	Capacity building	1	2006	Disbursing	Disbursing	Disbursing	Disbursing	Disbursing	248,750
28	Bosnia and Herzegovina	Transport	Pre-investment	2	2006	Disbursing	Disbursing	Disbursing	Disbursing	Disbursing	299,950
33	Bosnia and Herzegovina	Transport	Pre-investment	2	2008	Very good	Disbursing	Disbursing	Very good	Disbursing	92,039
35	Macedonia	Transport	Pre-investment	1	2008	Good	Disbursing	Disbursing	Disbursing	Disbursing	48,405
7	Bosnia and Herzegovina	General development	Pre-investment	1	1998	-	-	-	-	-	62,683

■ Very good
 ■ Good
 ■ Satisfactory
 ■ Poor
 - No data
 / Disbursing

ANNEX 8.3

Performance indicators ratings distribution by type of support

Operation number	Country of operation	Sector	Type of support	Number of TCs	First commitment year	Management of TC	Overall outcome	Client's commitment	Consultant performance	Value for money	Value (€)
19	Regional	Agriculture	Investment generation	2	2004						104,361
20	Regional	Energy	Investment generation	4	2004						804,850
24	Bosnia and Herzegovina	Agriculture	Investment generation	1	2005						49,103
32	Regional	Energy	Investment generation	1	2007						196,000
1	Ukraine	Transport	Pre-investment	1	1993						784,844
4	Slovak Republic	Enterprise development	Pre-investment	1	1995						19,923
7	Bosnia and Herzegovina	General development	Pre-investment	1	1998	-	-	-	-	-	62,683
14	Romania	Transport	Pre-investment	2	2001						425,547
18	Bulgaria	Municipal development	Pre-investment	2	2004						248,093
23	Bosnia and Herzegovina	Transport	Pre-investment	1	2005						19,800
25	Slovak Republic	Energy	Pre-investment	1	2005						49,307
28	Bosnia and Herzegovina	Transport	Pre-investment	2	2006						299,950
29	Ukraine	Municipal development	Pre-investment	1	2007						49,440
31	Ukraine	Municipal development	Pre-investment	1	2007						60,000
33	Bosnia and Herzegovina	Transport	Pre-investment	2	2008						92,039
35	Macedonia	Transport	Pre-investment	1	2008						48,405
5	Ukraine	Transport	Implementation	1	1997						182,412
6	Bosnia and Herzegovina	Energy	Implementation	2	1997						209,799
8	Bosnia and Herzegovina	Transport	Implementation	1	1998						167,412
9	Croatia	Agriculture	Implementation	1	1998	-	-	-	-	-	737,639
11	Bosnia and Herzegovina	Transport	Implementation	2	1999						439,971
12	Regional	Transport	Implementation	1	1999						89,091
13	Albania	Enterprise development	Implementation	1	2000						268,586
15	Albania	Transport	Implementation	1	2001						1,700,000
21	Belarus	Enterprise development	Implementation	1	2005						15,110
34	Belarus	Enterprise development	Implementation	1	2008						195,990
2	Regional	Transport	Capacity building	2	1994						662,105
3	Regional	Enterprise development	Capacity building	3	1994						2,612,930
10	Regional	Enterprise development	Capacity building	21	1998						4,105,746
16	Regional	Agriculture	Capacity building	1	2001						464,812
17	Macedonia	Transport	Capacity building	2	2003						293,841
22	Albania	Enterprise development	Capacity building	1	2005						404,970
26	Macedonia	Transport	Capacity building	1	2006						248,750
27	Romania	Municipal development	Capacity building	2	2006						149,082
30	Albania	Municipal development	Capacity building	1	2007						330,018

■ Very good
 ■ Good
 ■ Satisfactory
 ■ Poor
 - No data
 / Disbursing

ANNEX 8.4

TC, operations and value distributions by performance indicators rating

performance indicators	TCs		operations			value	
	number	%	number	%	closed	(€)	%
Overall outcome of operation							
Very good	7	10.00	5	14.29	4	944,861	5.69
Good	50	71.43	20	57.14	18	12,421,143	74.86
Satisfactory	6	8.57	5	14.29	4	1,254,847	7.56
Poor	3	4.29	2	5.71	2	1,067,075	6.43
No data	4	5.71	3	8.57	2	904,683	5.45
Total	70	100.00	35	100.00	30	16,592,609	100.00
Management of TC							
Very good	8	11.43	5	14.29	5	3,465,753	20.89
Good	48	68.57	18	51.43	18	9,739,952	58.70
Satisfactory	4	5.71	4	11.43	4	1,112,193	6.7
Poor	1	1.43	1	2.86	1	784,844	4.73
No data	9	12.86	7	20.00	2	1,489,867	8.98
Total	70	100.00	35	100.00	30	16,592,609	100.00
Client's commitment							
Very good	11	15.71	7	20.00	7	3,764,970	22.69
Good	47	67.14	18	51.43	14	9,343,890	56.31
Satisfactory	6	8.57	5	14.29	5	2,154,173	12.98
Poor	2	2.86	2	5.71	2	424,893	2.56
No data	4	5.71	3	8.57	2	904,683	5.45
Total	70	100.00	35	100.00	30	16,592,609	100.00
Consultant's performance							
Very good	9	12.86	5	14.29	4	1,133,540	6.83
Good	48	68.57	20	57.14	18	12,261,644	73.9
Satisfactory	4	5.71	3	8.57	3	1,466,872	8.84
Poor	4	5.71	3	8.57	3	629,879	3.80
No data	5	7.14	4	11.43	2	1,100,673	6.63
Total	70	100.00	35	100	30	16,592,609	100.00
Value for money/consultant's output							
Very good	8	11.43	6	17.14	6	3,375,723	20.34
Good	41	58.57	15	42.86	15	9,327,507	56.21
Satisfactory	6	8.57	4	11.43	4	1,174,582	7.08
Poor	2	2.86	2	5.71	2	420,080	2.53
No data	13	18.57	8	22.86	3	2,294,716	13.83
Total	70	100.00	35	100.00	30	16,592,609	100.00

ANNEX 9

TC and value distributions by implementation duration

implementation duration	TCs		average duration (months)	value		average value of TC (€)
	No	%		€	%	
12 months and less	8	13.33	8.63	578,337	3.77	72,292
13 to 24 months	17	28.33	18.94	1,821,164	11.87	107,127
25 to 36 months	14	23.33	30.29	1,464,005	9.55	104,572
37 to 48 months	8	13.33	44.75	1,596,079	10.41	199,510
49 to 60 months	5	8.33	53.75	3,700,166	24.13	865,501
61 to 72 months	-	-	-	-	-	-
73 months and over	8	13.33	89.00	6,176,626	40.27	772,078
Total closed TCs	60	100.00	35.59	15,336,376	100.00	255,902
Disbursing	10	-	-	1,256,233	-	160,011
Total	70			16,592,609		



ANNEX 10

Quality of documentation appraisal

operation No	No of TCs	value (€)	status	commitment report	progress report	completion report	final or other reports	impact assessment	evaluation report	quality of documentation
1	1	784,844	Closed	✓		✓				Satisfactory
2	2	662,105	Closed	✓		✓				Satisfactory
3	3	2,612,930	Closed	✓		✓	✓			Satisfactory
4	1	19,923	Closed	✓		✓	✓			Satisfactory
5	1	182,412	Closed	✓		✓				Satisfactory
6	2	209,799	Closed	✓		✓	✓			Satisfactory
7	1	62,683	Closed	✓						Poor
8	1	167,412	Closed			✓				Satisfactory
9	1	737,639	Closed				✓		CEI	Poor
10	21	4105,746	Closed				✓		EBRD	Poor
11	2	439,971	Closed			✓				Satisfactory
12	1	89,091	Closed			✓				Satisfactory
13	1	268,586	Closed			✓				Satisfactory
14	2	425,547	Closed			✓			CEI	Good
15	1	1,700,000	Closed			✓				Satisfactory
16	1	464,812	Closed		✓		✓			Satisfactory
17	2	293,841	Closed			✓			CEI	Good
18	2	248,093	Closed		✓	✓			CEI	Very good
19	2	104,361	Disbursing	✓		N/A	✓			Poor
20	4	804,850	Disbursing		✓	N/A	✓	CEI		Good
21	1	15,110	Closed		✓	✓			CEI	Very good
22	1	404,970	Closed		✓	✓				Good
23	1	19,800	Closed		✓	✓			CEI	Very good
24	1	49,103	Closed		✓	✓			CEI	Very good
25	1	49,307	Closed		✓	✓			CEI	Very good
26	1	248,750	Disbursing		✓	N/A				Satisfactory
27	2	149,082	Closed		✓	✓			CEI	Very good
28	2	299,950	Closed		✓	✓				Good
29	1	49,440	Closed		✓	✓				Good
30	1	330,018	Closed		✓	✓				Good
31	1	60,000	Closed		✓	✓				Good
32	1	196,000	Closed		✓	✓				Good
33	2	92,039	Disbursing		✓	N/A				Good
34	1	195,990	Disbursing		✓	N/A				Satisfactory
35	1	48,405	Disbursing		✓	N/A				Satisfactory
Total	70	16,592,609		8	18	25	8	3	10	

ANNEX 11

List of TCs related with international investments

No	commitment No	commitment / operation name	country of operation	status	value according to EBRD database (€)	total investment link (million €)	EBRD investment link (million €)	type of support	investment link
1	CEI-1993-12-01	Kiev to Western Border Highway Feasibility Study	Ukraine	Closed	784,844.10	99.2	74.2	Pre-investment	Direct
2	CEI-1997-08-03	Air navigation system management information system	Ukraine	Closed	182,411.66	32	19.3	Implementation	Direct
3	CEI-1997-09-04	Emergency power system reconstruction project	Bosnia and Herzegovina	Closed	76,217.93	152.3	66.4	Implementation	Direct
	CEI-1997-09-05		Bosnia and Herzegovina	Closed	133,581.45				
4	CEI-1998-04-09	Sarajevo Airport Masterplan study	Bosnia and Herzegovina	Closed	167,411.70				
5	CEI-1999-07-01	Sarajevo International Airport	Bosnia and Herzegovina	Closed	409,971.00	85.8	23.3	Implementation	Direct
	CEI-1999-07-02		Bosnia and Herzegovina	Closed	30,000.00				
6	CEI-1998-07-10	Design and supervision consultants for Croatia Wholesale Markets	Croatia	Closed	737,638.55	36.026	17.511	Implementation	Direct
7	CEI-1999-12-05	Procurement assistance to the transport team	Regional	Closed	89,090.75	426	125.6	Implementation	Direct
8	CEI-2001-02-01	CEI Romanian Railways Cooperation Project	Romania	Closed	409,448.21	27.9	24	Pre-investment	Direct
	CEI-2003-06-01		Romania	Closed	16,099.00				
9	CEI-2001-03-02	CEI Road Rehabilitation of Corridor VIII in Albania	Albania	Closed	1,700,000.00	24.9	17	Implementation	Direct
10	CEI-2003-02-01	Macedonia: Association of Transport Coordinating Officers refresher courses	Macedonia	Closed	235,408.00				
	CEI-2003-02-02		Macedonia	Closed	58,433.00				
11	CEI-2006-08-07	Macedonia: Consulting Services for Implementation of Management and Financial Procedures and Systems for Air Navigation System Provider	Macedonia	Disbursing	248,750.00	13.8	10.6	Capacity building	Indirect
12	CEI-2004-04-01	Bulgaria Water and Wastewater Project	Bulgaria	Closed	204,233.00	98.2	39.4	Pre-investment	Indirect
	CEI-2004-10-05		Bulgaria	Closed	43,860.11				
13	CEI-2004-10-03F	Energy Audits Programme Framework Agreements	Regional	Disbursing	229,000.00	97.3	97.3	Investment generation	Indirect
	CEI-2004-10-04F		Regional	Closed	238,162.00				
	CEI-2008-11-09F	Energy Audits Programme Framework Agreements	Regional	Committed	184,850.00	8.8	8.8	Investment generation	Indirect
	CEI-2008-11-10F		Regional	Disbursing	152,837.81				
14	CEI-2005-02-03	Milavitsa Strategic Industry Adviser	Belarus	Closed	15,110.03	2.4	1	Implementation	Direct
15	CEI-2005-07-06	CEI Insurance Privatisation Assistance for INSIG (Albania)	Albania	Closed	404,970.00	9.2	8.8	Capacity building	Indirect

No	commitment No	commitment / operation name	country of operation	status	value according to EBRD database (€)	total investment link (million €)	EBRD investment link (million €)	type of support	investment link
16	CEI-2005-08-07	Bosnia and Herzegovina Regional Railway Project: Environmental Analysis & Audit	Bosnia and Herzegovina	Closed	19,800.00				
17	CEI-2006-12-12	Bosnia and Herzegovina Regional Railway Project: Assistance with Restructuring	Bosnia and Herzegovina	Closed	279,950.00	179.8	70	Pre-investment	Direct
	CEI-2007-08-06		Bosnia and Herzegovina	Closed	20,000.00				
18	CEI-2005-12-08	Bosnia – Sector Study of Forestry	Bosnia and Herzegovina	Closed	49,103.00	85.3	12.1	Capacity building	Indirect
19	CEI-2005-12-09	Market Study for Sustainable Energy in the Slovak Republic	Slovak Republic	Closed	49,307.00	60	60	Pre-investment	Direct
20	CEI-2006-09-08	Romania: Brasov Urban Transport	Romania	Closed	69,084.10	59.7	37.3	Capacity building	Indirect
	CEI-2006-09-09		Romania	Closed	79,998.00				
21	CEI-2007-07-04	Crimea Municipal Infrastructure - Yalta Vodocanal International Financial Reporting Standards (IFRS)	Ukraine	Closed	49,440.00	10	10	Pre-investment	Direct
22	CEI-2007-08-05	Albania: Tirana Creditworthiness Enhancement Programme (CEP)	Albania	Closed	330,017.57	14.6	14.6	Capacity building	Indirect
23	CEI-2007-09-07	Kiev City Transport: Financial Due Diligence & IFRS Audit - Kiev Metropolitan	Ukraine	Closed	60,000.00	150.8	100	Pre-investment	Direct
24	CEI-2007-12-08	Assessment of Sustainable Energy Potential in Western Balkans	Regional	Closed	196,000.00	20	20	Investment generation	Indirect
25	CEI-2008-05-02	Bosnia and Herzegovina Resettlement Framework and Action Plan for Corridor Vc	Bosnia and Herzegovina	Disbursing	79,603.93	835.5	255	Pre-investment	Direct
	CEI-2008-07-04		Bosnia and Herzegovina	Disbursing	12,435.00				
26	CEI-2008-12-11	Macedonia: Environmental and Social Analysis for Agency for State Roads	Macedonia	Disbursing	48,405.00	50	50	Pre-investment	Direct
					8,095,471.00	2,579	1,162		



ANNEX 12

TurnAround Management and Business Advisory Services Programmes

Background

The European Bank for Reconstruction and Development (EBRD) TurnAround Management (TAM) and Business Advisory Services (BAS) Programmes are complementary programmes to help private enterprises to adapt to the demands of a market economy. They work directly with individual micro, small and medium-sized enterprises (MSMEs), providing specific advice through a multi-level approach. BAS support is largely concentrated on micro and small-sized enterprises (with between 10 and 250 staff) in order to finalise short-term projects with exactly defined objectives while developing a sustainable infrastructure for business advisory services in the countries of operation. TAM has been designed for small and medium-sized enterprises (SMEs) (with between 200 and 1,500 staff) and is aimed at reorganising management structures, through advice from senior managers with extensive experience in market economies.

BAS Programme

The core aim of the BAS Programme is to improve the performance of companies by involving local business advisers. Its main objectives are pursued using local consultants and are mainly geared towards providing specific and clear practical business advice to enterprises in order to prepare them for the transition to a market-driven economy. In that respect, BAS interventions have positive impacts both for the companies themselves and for local consultants, while companies benefit from expertise that helps them enhance their businesses and increase profitability. BAS also fosters the development of professional capabilities of local consultants.

Areas of BAS assistance include, among others, restructuring businesses, improving products, reducing operating costs, advising on local and export markets, and helping to develop business planning skills at management level. In providing such assistance, companies are expected to improve their competitiveness, marketing and financial management, quality management system and strategic business planning.

BAS interventions are designed to serve as a facilitator for the use of private sector consultants by MSMEs to obtain a diverse array of services and reach specific goals. BAS operates on both the demand and on the supply side: it stresses the benefits for firms of using external consultants and it directly increases the supply and quality of local advisory services.

The BAS Programme is implemented through the activity of BAS teams of local nationals in each country of operation. The BAS operations are managed by the TurnAround Management Group (TMG) at the EBRD. Each local BAS office generally has two professional staff (a National

Programme Director and a Project Officer) and an assistant to the National Programme Director.

At present BAS operates in 19 countries in south-eastern Europe, Russia, Central Asia and the south Caucasus through 31 BAS offices, and currently there are 752 active BAS projects across all these countries. BAS has carried out 440 projects in the Western Balkans, using over €6 million in donor funds.

CEI assistance to the BAS Programme

The CEI has supported the creation of the BAS offices in Croatia from 2000, followed by Bulgaria (2001), Bosnia and Herzegovina (2001), Slovenia (2001) and Macedonia (2002) for an amount of €3.7 million. BAS Programmes in these five countries have undertaken a total of 946 projects, of which 364 have been supported by the CEI.

At the end of January 2008, the supported BAS Programmes in these five countries had undertaken a total of 1,415 projects with 1,394 SMEs, engaging 768 consultants, of which 253 projects benefited from CEI funding.

CEI-sponsored BAS operations have mostly been supporting MSMEs and rural areas in accordance with the TAM/BAS operational strategies. On average, more than 67 per cent of projects in the five countries are located outside the main cities and 58 per cent are with micro enterprises (having fewer than 50 employees).

Case study 1: CEI-sponsored BAS operation in Croatia

In Croatia the BAS Programme, together with a local consultant, organised training sessions on issues related to organic production methods and techniques, dealing with matters related to certification, EU regulations and export requirements. These training activities had different benefits for both participants and the local consulting firm. Participants acquired up-to-date knowledge on organic production, while the Croatian consultancy company enhanced its own performance through organising such courses. Such activities are expected to produce trickle-down effects to MSMEs which will apply this knowledge, and also to contribute to the development of a Croatian consultancy capability in the food processing and agricultural industry.

Case study 2: CEI-sponsored BAS operation in Slovenia

In Slovenia, through CEI funding, the BAS Programme supported various projects which involved international advisers with local experts, thus

providing assistance to enterprises and training to local consultants. This facilitated the transfer of know-how and has further contributed to the enhancement of the local consultancy market in Slovenia. Know-how transfer projects were carried out in retail, apparel and IT services industries.

An example of a CEI-funded project involved a Slovenian local producer of coats, women's jackets and trousers, one of very few local textile companies making significant profits in Slovenia. The company has been going through a fundamental restructuring of its business, transferring its production to Bosnia and Herzegovina, the Slovak Republic and other Eastern European countries. The company needed to optimise its logistics processes for cutting costs. CEI-funded BAS consultants developed a new process organisation with synchronised procedures and clearly established responsibilities, which improved the performance, flexibility and quality of the products. The CEI has recently committed €107,000 for the continuation of the BAS Programme in Slovenia.

Case study 3: CEI-sponsored BAS operation in Bosnia and Herzegovina

There have been a number of projects under CEI funding that entailed local consultants working with international consultants in order to foster the transfer of know-how, similar to that experienced in Slovenia.

In Bosnia and Herzegovina BAS consultants have carried out three projects with local companies dealing with market penetration, project management and supply chain management in the metal production, transport and human resources training sectors.

A notable project involved, using CEI funding, BAS consultants helping a wiring and metal parts local production plant recover after a financially difficult year, by reviewing its production capabilities and by applying cost accounting methodologies. Following the rationalisation undertaken as a result of the BAS intervention, the company obtained a contract with a large industrial conglomerate for the production of electrical control cabinets.

BAS consultants also worked in the transport sector in Bosnia and Herzegovina, helping a local company to improve its inventory management and control, capacity management and purchasing. With the help of CEI funding, a new computerised management information system was defined and designed, and the software was installed.

Lastly, BAS worked with a small enterprise to train its personnel in new project management practices. The consultant delivered practical material (processes, templates and checklists) as a starting point for basic project management methodology that could then be tailored for specific needs. The company then started using these materials and, in the course of implementation, tailored them to suit its specific needs.

Case study 4: CEI-sponsored BAS operation in Macedonia

In Macedonia the client was a company dealing with repairs of bus and truck chassis and interiors. At the time of the CEI-BAS Programme intervention in 2002, the business capacity was two to three repairs a month. In order to rationalise and improve the delivery capacity of the company, BAS advisers prepared a business plan with financial projections for five years to be used for a loan application. Following from that, the firm was expected to increase its capacity to seven repairs a month. As a result of the new business plan, a credit application for €150,000 was successful-

ly made. New building and bus painting chamber installation are still under way. Once construction work is completed, five new workers will be employed.

TAM Programme

The objective of the TurnAround Management Programme is to support economic reform and transition to a market economy by providing support to SMEs. The Programme helps companies develop new business skills at the senior management level in order to be competitive in a market economy.

For this purpose, TAM offers industry specific management expertise through the advisory services of experienced former Chief Executive Officers (CEOs) and directors. These advisers transfer management and technical know-how to enterprises, referring to the principles of responsibility in corporate governance and sharing experience with CEOs and senior managers of local companies. TAM has developed strong, self-reliant management in its partner enterprises. The skilled, dynamic managers that emerge from the Programme can also contribute to the revitalisation of their sectors and even bring about industry restructuring from within. TAM advice develops management skills, helps business planning, restructuring, improving products, reducing operating costs, and developing local and export markets. TAM is managed on a "not-for-profit" basis and utilises multiple donor funds to support the projects.

CEI assistance to the TAM Programme

The CEI TAM Technical Cooperation Programme aims at screening and improving the commercial viability of newly privatised companies. Its main objectives, within the EBRD TAM/BAS strategy, are:

- assisting in changing the structure of previously state owned enterprises and helping them to become potentially viable, with the aim of creating stable employment opportunity and for the development of the economy, and
- developing management skills, business planning, restructuring and reducing operational costs

Since 2002 the CEI contribution to the TAM Programme has been over €600,000 for 11 assignments in Macedonia, Moldova, Montenegro, Serbia and Ukraine. There are currently four ongoing TAM projects utilising CEI funding of €240,000.

Case study 5: CEI-sponsored TAM operation in Ukraine

In Ukraine the EBRD was involved with a company specialising in the manufacture of sweets and bakery products whose main shareholder is a holding company with diversified activities, such as petrol and transport. In this case, confectionery and bakery represent just one of the activities of the holding company. The TAM team recommended that the firm should assess its product portfolio, and highlight and extract the marginal items. Following this assessment, TAM proposed a re-launch of the company through new product lines in a higher price range. Three premium price lines were then developed under a new brand and received very positive feedback from con-

sumers. By the end of the project, the company had exceeded its targets in terms of sales and its turnover had risen by 84 per cent.

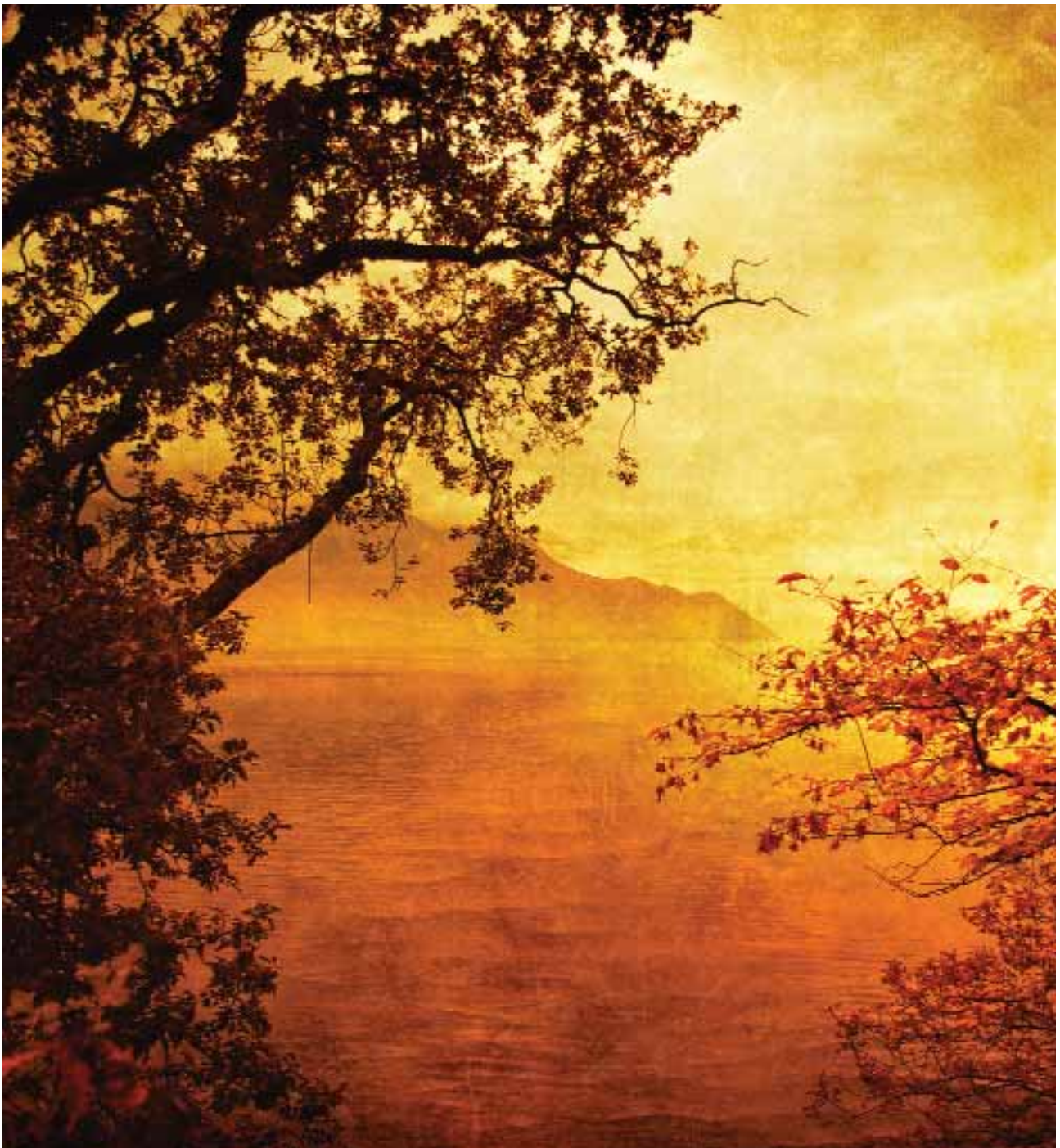
Case study 6: CEI-sponsored TAM operation in Macedonia

In 2004 the CEI approved a TAM project for Macedonia, in the field of wine production. The company involved in the project was established in 1946 as part of a state-owned structure in south-west Macedonia. It has since expanded and is now using modern methods of planting and irrigation. The TAM team set different objectives in order to improve the performance of the factory. It helped assisting with the commercialisation of new equipment, developing adequate operational management practices, introducing improved training programmes and supporting the company. These

activities are expected to influence the supply chain management processes in order to make them more efficient and effective.

Case study 7: CEI-sponsored TAM operation in Moldova

The Moldovan company that benefited from TAM advice was also in the wine production sector. The company was facing financial problems, due to low profits as a result of difficulties in the export market for wine. In this case, TAM support was fundamental in designing a new business plan, supporting the reporting and management process, and introducing a quality management system. After TAM team intervention, the company was rebuilt on a more solid basis, and the overall perception of the results of the projects is very positive.



ANNEX 13

KEP Post-Implementation Evaluation Form

General information

Basic data

Project title

Reference Number

Date of project approval (by CNC)

Institution/ Donor Country

Recipient Country

Sector or area of intervention

Status (approved, committed, disbursing, closed)

Start Date (mm/yyyy)

End Date (mm/yyyy)

Grantee (Name, Country)

Donor Partners - other than applicants (Name, Country)

Recipient institution (Name, Country)

Approved CEI contribution

Total Budget as approved

Allocated CEI contribution

Total Budget as spent

Elements for Evaluation

Objectives

Effective transfer of know-how: (Excellent, Good, Satisfactory, Poor)

KEP Priorities Area Met: (Excellent, Good, Satisfactory, Poor)

Perspectives of sustainability: (Excellent, Good, Satisfactory, Poor)

Timing

Implemented within originally foreseen period (yes/no)

Duration

Postponed (reasons)

Variations

Implemented according to original Application Form (yes/no)

Changes made with regard to original project application

Suggestions from Secretariat taken on board (yes/no)

Reporting

Overall reporting quality (excellent, good, satisfactory, poor)

Financial aspects

Pre-implementation phase

Original budget proposal approved?

Major budget changes were required to get project approved?

Post-implementation phase

Request for Final Payment (approved/changes)

Project partners / other donors

Level of involvement of project partners / other donors (financial)

Publications

Distribution of CEI documentation (excellent, good, satisfactory, poor)

Project-related documentation

(appropriate/not appropriate/in line with AF/in line with financing)

CEI visibility

Use of the CEI logo (excellent, good, satisfactory, poor)

Information on the CEI delivered (excellent, good, satisfactory, poor)

Media coverage (excellent, good, satisfactory, poor)

Overall impact of the KEP Activity

Overall participation rate (excellent, good, satisfactory, poor)

Overall rate of financial viability (excellent, good, satisfactory, poor)

Overall rate of CEI visibility (excellent, good, satisfactory, poor)

Overall impact of the KEP Activity

excellent

good

satisfactory

poor



ANNEX 14

Full list of KEP projects supported by the Trust Fund 2004 to 2009

<i>project No</i>	<i>reference No</i>	<i>title</i>	<i>applicant country/institution</i>	<i>recipient country/ies</i>	<i>total cost (€)</i>	<i>CEI grant (committed or approved) (€)</i>	<i>commitment stage (approved, disbursing, closed)</i>	<i>area</i>
1	1206.009-04	Introduction to Public Finance Management	Center of Excellence in Finance, Slovenia	Macedonia	15,172	5,000	closed	Capacity building
2	1206.001-05	Sharing policy know-how in transition countries in CEI region	Center for Policy Studies, Central European University, Hungary	Regional	81,400	28,400	closed	Capacity building
3	1206.014-05	CEI support to Wholesale Markets Development in Ukraine	Food and Agriculture Organisation (FAO)	Ukraine	65,164	36,502	closed	Agriculture
4	1206.016-05	AER (Assembly of European Regions) Peer Review Initiative in the CEI Region	Assembly of European Regions	Croatia, Romania, Ukraine	61,621	16,100	closed	Capacity building
5	1206.004-06	Prospects of EU-Ukraine economic relations	Center for Social and Economic Research (CASE), Poland	Ukraine	54,143	21,790	closed	Capacity building
6	1206.005-06	Entrepreneurship and Enterprise Development in the Western Balkans: identification and implementation of good policy practices	Organisation for Economic Co-operation and Development (OECD)	Regional	95,900	38,200	closed	SME development
7	1206.006-06	SMILE (Support for Moldova: Innovation, Leadership and positive Environment)	Padua Chamber of Commerce, Italy	Moldova	83,183	22,708	closed	SME development
8	1206.007-06	Introduction to Public Finance Management for Junior Governmental Officials Assigned to Public Finance Management Positions	Center of Excellence in Finance, Slovenia	Romania	15,830	5,239	closed	Capacity building
9	1206.008-06	Support to the development of rural tourism and setting up of a professional tourist organization with member municipalities of the Rose Valley, Bulgaria	Tourismusverband Wildschönau, Austria	Bulgaria	50,118	20,500	closed	Agriculture
10	1206.009-06	Building Effective Fresh Fruit and Vegetables Quality Control System in Moldova	State Veterinary and Food Administration, Slovak Republic	Moldova	10,791	1,660	closed	Agriculture
11	1206.010-06	Study tour on EU co-ordination	Federal Ministry of Agriculture, Forestry, Environment and Water Management, Austria	Romania	8,523	3,689	closed	Agriculture
12	1206.001-07	CEI support to Wholesale Markets Development in Ukraine (phase 2): Wholesale Markets Training at Regional Level	Food and Agriculture Organisation (FAO)	Ukraine	36,147	14,832	closed	Agriculture
13	1206.002-07	Improving transparency in local government finance in Moldova through better budgeting process	Center for Social and Economic Research (CASE), Poland	Moldova	67,191	18,065	closed	Capacity building

<i>project No</i>	<i>reference No</i>	<i>title</i>	<i>applicant country/ institution</i>	<i>recipient country/ies</i>	<i>total cost (€)</i>	<i>CEI grant (committed or approved) (€)</i>	<i>commitment stage (approved, disbursing, closed)</i>	<i>area</i>
14	1206.003-07	Human resources development and improvement of internal control in administration of small cities of Moldovan-Ukrainian borderland – Floresti, Soroca, Yampil	The Polish-Ukrainian Cooperation Foundation (PAUCI), Poland	Moldova, Ukraine	117,712	23,249	closed	Capacity building
15	1206.004-07	Ecological agriculture and agrotourism promotion and development in the Eastern Ukrainian Carpathian Region and Moldova	B4 Association, Poland	Moldova, Ukraine	83,853	24,308	closed	Agriculture
16	1206.012-07	CEI study tour and workshop: Networking and cluster model to support SMEs internationalization	Bic - Sviluppo Italia Friuli Venezia Giulia Spa, Italy	Regional	88,044	34,584	closed	SME development
17	1206.001-08	Pilot project on enhancing sustainable local and rural development in the SAP (Stabilization and Association Process) countries by introducing the LEADER experience	International Centre for Democratic Transition (ICDT), Hungary	Regional	79,400	39,000	disbursing	Agriculture
18	1206.002-08	1th Ukrainian School of Civil Society Leaders	School of Leaders Association, Poland	Ukraine	113,668	32,992	closed	Capacity building
19	1206.014-08	BIOM-ALBA: Analysis and study of the feasibility of a biomass chain in Albania	Dipartimento di Economia ed Ingegneria Agrarie, Università di Bologna, Italy	Albania	100,040	36,000	disbursing	Energy
20	1206.015-08	Promotion and development of agrotourism and ecological agriculture in Moldova	B4 Association, Poland	Moldova	109,061	13,273	closed	Agriculture
21	1206.018-08	MOLDAGROFOOD – Systems for the Organization of the Moldavian Food Farming Production Process	ACIM – Camera di Commercio Italo-Moldova, Italy	Moldova	85,090	40,000	disbursing	Agriculture
22	1206.020-08	Fostering Innovation in SMEs in the Western Balkans. Phase II	Organisation for Economic Co-operation and Development (OECD)	Regional	104,000	40,000	disbursing	SME development
23	1206.021-08	Monitoring SME policy implementation in the Western Balkans	Organisation for Economic Co-operation and Development (OECD)	Regional	102,600	40,000	disbursing	SME development
24	1206.026-08	Capacity Building in Public Accounting (CBIPA) in Moldova	Center of Excellence in Finance, Slovenia	Moldova	240,150	40,000	disbursing	Capacity building
25	1206.027-08	Transfer of Macrolotto best practice in the management of sustainable and equipped productive areas	Sviluppo Italia Basilicata, Italy	Serbia	81,066	40,000	approved	SME development
26	1206.002A-09	PORTRAIN	CFLI Consorzio Formazione Logistica Intermodale, Italy	Albania	73,900	33,900	disbursing	SME development
27	1206.003A-09	Supporting Serbian SMEs in acceding to EU markets	PROMOFIRENZE, Italy	Serbia	66,896	26,917	approved	SME development
28	1206.004A-09	S.E.A. - System for Energy Autonomy	AREA S.p.A., Italy	Moldova	121,600	40,000	disbursing	Energy
29	1206.005A-09	Assessment of energy sector in Bosnia and Herzegovina: AER Peer Review on Energy in Republika Srpska	Assembly of European Regions	Bosnia and Herzegovina	30,750	15,350	disbursing	Energy

<i>project No</i>	<i>reference No</i>	<i>title</i>	<i>applicant country/ institution</i>	<i>recipient country/ies</i>	<i>total cost (€)</i>	<i>CEI grant (committed or approved) (€)</i>	<i>commitment stage (approved, disbursing, closed)</i>	<i>area</i>
30	1206.006A-09	Development of decision support systems for integrated water management in Belarus	University of Trieste, Department of Life Sciences, Group of Ecology, Italy	Belarus	74,900	32,400	approved	Energy
31	1206.007A-09	CEI Study Tour and Workshop: "The role of professional branch associations in fostering the competitiveness of SMEs in the IT sector – creating a common SEE IT brand"	Bulgarian Association of Software Companies (BASSCOM), Bulgaria	Regional	66,961	25,941	closed	SME development
32	1206.008A-09	ICT Cooperation: Italy – Croatia Technology Cooperation	Ecipar Ferrara s.c.a.r.l, Italy	Croatia	58,277	25,230	disbursing	SME development
33	1206.009A-09	Capacity building and transfer of knowledge for the development of organic farming in Blidinje Nature Park	Environment and Wetland Centre, Czech Republic	Bosnia and Herzegovina	76,230	19,030	approved	Agriculture
34	1206.011A-09	Technical assistance for the development and improvement of technologies, methodologies and tools for the enhanced use of agricultural biomass residues	Centro di Ecologia Teorica ed Applicata (C.E.T.A.), Italy	Serbia	80000	39000	approved	Energy



ANNEX 15

CAs by sector

<i>sector</i>	<i>amount disbursed (€)</i>	<i>%</i>
Climate and environment	70,740	4.4
Enterprise development	717,955	44.8
Human resource development	160,838	10.1
Intercultural cooperation	134,554	8.4
Multimodal transport	127,028	7.9
Science and technology	41,000	2.6
Sustainable agriculture	261,233	16.3
Sustainable energy	28,536	1.8
Other	59,900	3.7
Total	1,601,784	100



ANNEX 16

CAs: applicant country/organisation

<i>applicant country/organisation</i>	<i>number of CAs</i>	<i>%</i>
Albania	2	1.8
Austria	2	1.8
Belarus	7	6.2
Bosnia and Herzegovina	1	0.9
Bulgaria	4	3.5
Croatia	14	12.3
Czech Republic	11	9.7
Food and Agriculture Organisation (FAO)	1	0.9
Hungary	3	2.7
International Centre for Science and High Technology- United Nations Industrial Development Organisation (ICS-UNIDO)	1	0.9
Italy	16	14.1
Macedonia	12	10.6
Moldova	2	1.8
Montenegro	1	0.9
Organisation for Economic Co-operation and Development (OECD)	7	6.2
Poland	2	1.8
Slovak Republic	3	2.7
Slovenia	17	15.0
Ukraine	2	1.8
United Nations Economic Commission for Europe (UNECE)	4	3.5
United Nations Environment Programme (UNEP)	1	0.9
Total	113	100



ANNEX 17

CAs by CEI country (granted funds)

<i>applicant country/organisation</i>	<i>amount disbursed (€)</i>	<i>%</i>
Albania	12,542	0.8
Austria	27,140	1.7
Belarus	119,910	7.5
Bosnia and Herzegovina	9,980	0.6
Bulgaria	66,253	4.1
Croatia	135,110	8.4
Czech Republic	210,388	13.1
Hungary	34,414	2.1
International organisations	239,574	15.0
Italy	216,762	13.6
Macedonia	108,795	6.8
Moldova	30,281	1.9
Montenegro	4,916	0.3
Poland	24,900	1.6
Slovak Republic	20,016	1.2
Slovenia	314,917	19.7
Ukraine	25,886	1.6
Total	1,601,784	100



ANNEX 18

CAs by category

<i>category</i>	<i>number of CAs in this category</i>	<i>%</i>
Training/summer school	33	29.2
Seminar/ workshop/conference	65	57.5
Concert/exhibition	8	7.1
Publication	7	6.2
Total	113	100
Twinning CAs		
CA linked to the CEI Summit Economic Forum	8	7.1
CA linked to EU projects	2	1.8
Recurrent events	34	30.1
Total	44	38.9



ANNEX 19

CAs Post-Implementation Evaluation Form

General information

Basic data

Cooperation Activity

Reference Number

Organising country

Responsible institution

Type of activity

Date and place of implementation

Approved CEI contribution

Allocated CEI contribution

Elements for Evaluation

Participation

Number of countries (expected / actual number)

Number of participants (expected / actual number)

Proportion domestic / international participation (expected / actual)

Timing

Implemented within originally foreseen period (yes/no)

Duration

Postponed (reasons)

Cancelled (reasons)

Variations

Implemented according to original Application Form (yes/no)

Changes made with regard to original project application

Suggestions from Secretariat taken on board (yes/no)

Financial aspects

Pre-implementation phase

Original budget proposal approved?

Major budget changes were required to get project approved?

Post-implementation phase

Request for Final Payment (approved/changes)

Project partners / other donors

Level of involvement of project partners / other donors

Publications

Distribution of CEI documentation (adequate/not adequate)

Project-related documentation

(appropriate/not appropriate/in line with AF/in line with financing)

CEI visibility

Use of the CEI logo (appropriate/adequate)

Information on the CEI delivered (sufficient/insufficient)

Media coverage

Evaluation by participants

Organisation

Quality of presentations

Overall rating

excellent

satisfactory

not satisfactory



ANNEX 20

Full list of CAs supported by the Trust Fund 1998 to 2006

project No	reference No	cooperation activity name	applicant	country/organisation	sector	implementation date and venue	status	CEI Trust Fund contribution (€)
1	1202.007-06	European Summer Academy of Organic Farming – Bioacademy 2006	PRO-BIO, Association of Ecological Farmers	Czech Republic	Sustainable agriculture	29 June – 1 July 2006, Lednice na Morave, Czech Republic	closed	16,620.00
2	1202.018-06	CEI Consultation on the European Technology Platform Food for Life: Optimising regional benefit	Vup Food Research Institute, Bratislava, Slovak Republic	Slovak Republic	Sustainable agriculture	20-21 September 2006, Bratislava, Slovak Republic	closed	7,116.00
3	1202.049-06	NGO Capacity Building for promoting Sustainable Consumption and Production in South Eastern Europe	United Nations Environment Programme (UNEP)	United Nations Environment Programme (UNEP)	Climate and environment	24- 26 November 2006, Borovets, Bulgaria	closed	10,960.00
4	1202.068-06	Streamline Regulations and Administrative Procedures for Greenfield Investment	Organisation for Economic Co-operation and Development (OECD)	Organisation for Economic Co-operation and Development (OECD)	Enterprise development	May 2006 - May 2007, various locations	closed	25,000.00
5	1202.069-06	Cross-border Capacity Building in the Area of Environmental Protection: Implementation of the ROCEM (Romanian Centre of Environmental Management) Concept in Moldova	Ministry of Ecology and Natural Resources, Moldova	Moldova	Climate and environment	9-11 October 2006; 11-12 December 2006, Galati, Romania	closed	15,281.00
6	1202.072-06	Food safety training for increased competitiveness of SME in CEI member states	Institute for food safety and consumer's health protection ZAZA, Dubrovnik, Slovenia	Slovenia	Sustainable agriculture	3-4 November 2006, Maravske Toplice, Slovenia	closed	5,487.50
7	1202.104-05	School of Quality – Managers of Environmental Management System (EMS)	Centre of Quality, Mechanical faculty of Podgorica, University of Montenegro	Montenegro	Climate and environment	8 May 2006 – 3 June 2006, Montenegro	closed	4,916.30
8	1202.003-05	8th Expert Forum: "Challenges and Solutions for the Post-privatisation Phase in the Enterprises of the Countries from CEI region"	Faculty of Mechanical Engineering, Skopje, Macedonia	Macedonia	Enterprise development	21-22 April 2005, Skopje, Macedonia	closed	5,974.00
9	1202.026-05	Sub-regional Consultation Workshop on Sustainable Consumption and Production and their Educational Trends in the South East European countries	Ministry of Environmental Protection, Physical Planning and Construction, Croatia	Croatia	Sustainable energy	5-6 November 2005, Zagreb, Croatia	closed	12,376.00
10	1202.071-05	International Conference "Problems of Forecasting and State Regulation of Socio-Economic Development in the CEI Region"	SRI "Economic Research Institute of the Ministry of Economy of Belarus"	Belarus	Enterprise development	20-21 October 2005, Minsk, Belarus	closed	3,745.00
11	1202.090-05	TRANSCARP: Transnational Cooperation for Sustainable Transportation in the Carpathians	European Academy of Bolzano – EURAC in collaboration with Interim Secretariat of the Carpathian Convention and UNEP	Italy	Climate and environment	January 2006 – January 2008, Czech Republic, Hungary, Poland, Romania, Serbia, Montenegro, Ukraine	closed	12,500.00
12	1202.099-05	Assessment study: Corridor VIII as a backbone of the CEI region: technical assessment of the road accessibility to the Albanian ports of Durres and Vlora and to Bulgarian ports of Burgas and Varna	Chairmanship of the Steering Committee of Corridor VIII (Italian Ministry for Infrastructure and Transport) through the Corridor VIII Secretariat	Italy	Multimodal transport	23 November 2005-04 October 2009, Italy	closed	7,050.00

project No	reference No	cooperation activity name	applicant	country/ organisation	sector	implementation date and venue	status	CEI Trust Fund contribution (€)
13	1202.112-04	3-rd Regional Energy Conference "Trans Border Energy Flows in Central and South-East Europe" and Second Specialized International Exhibition "Expo Energy 2005"	Bulgarian Energy Forum	Bulgaria	Sustainable energy	31 May- 3 June 2005, Sofia, Bulgaria	closed	6,750.00
14	1202.120-04	Technical Assessment of feasibility of Corridor VIII railway border crossings within the CEI region	Chairmanship of the Steering Committee of Corridor VIII (Italian Ministry for Infrastructure and Transport)	Italy	Multimodal transport	May 2005-September 2007	closed	13,757.00
15	1202.121-04	General and specific economic activities along multimodal corridors within the CEI region	University of Trieste, Italy	Italy	Multimodal transport	September 2005, Trieste, Italy; February 2006, Budapest, Hungary; April 2006 Donets, Ukraine	closed	6,000.00
16	1202.015-04	Innovative Practices for a Better Environment - Sustainable Development Projects Convention - Conference and Workshops	Regional Environmental Centre – Country office Bulgaria, partnership with the Bulgarian Biodiversity Foundation, Balkan Assist Association	Bulgaria	Climate and environment	30 June – 1 July 2005, Sofia, Bulgaria	closed	18,083.00
17	1202.017-04	European Summer Academy on Organic Agriculture 2004	PRO-BIO, Association of Ecological Farmers	Czech Republic	Sustainable agriculture	30 June- 2 July 2004, Lednice, Czech Republic	closed	13,160.00
18	1202.018-04	CC Factor: The Chambers of Commerce - growing together -An animation path for representatives of CEI Countries Chambers of Commerce	Chamber of Commerce of Vercelli, Italy	Italy	Enterprise development	2-14 May 2004, Vercelli, Italy	closed	20,000.00
18	1202.019-04	CEI Conference "Implementation of The Phytosanitary Border Control on New External Borders of EU"	Ministry of Agriculture, Forestry and Food, Slovenia	Slovenia	Sustainable agriculture	6-7 May 2004, Portoroz, Slovenia	closed	9,680.43
20	1202.029-04	International workshop on "Pecica-Arad Industrial Zone (acronym Z.I.P.): an innovative model for the incubation and development of SMEs in Romania"	Intercooper Association	Italy	Enterprise development	27-28 September 2004, Arad, Romania	closed	23,500.00
21	1202.030-04	Challenges for global competitiveness: new synergies between the Italian Trade Fairs System and the CEI Trade Fairs	Ente Autonomo Fiera di Trieste	Italy	Enterprise development	17-18 September 2004, Trieste, Italy	closed	17,392.50
22	1202.044-04	International conference: Entrepreneurship- The Only Answer to Future	Small Business Development Centre	Slovenia	Enterprise development	24 - 26 November 2004, Portoroz, Slovenia	closed	7,000.00
23	1202.048-04	The Farms' Development – a key component for sustainable economical development of hill and mountainous areas – results and dissemination of experiences between the CEI countries	BLEKALB – Science, Technology, Extension Service for Farm's Development	Albania	Sustainable agriculture	8-9 April 2005, Tirana, Albania	closed	8,724.00
24	1202.054-04	Promoting Economic Development through Social Accountability	Chamber of Commerce, Industry, Agriculture and Handicraft of Forti-Cesena	Italy	Enterprise development	October 2004, Bosnia and Herzegovina, Bulgaria, Italy, Romania	closed	18,783.31
25	1202.065-04	CEI Regional Study: Tackling the informal economy in Albania: key policy issues and recommendations	Organisation for Economic Co-operation and Development (OECD)	Organisation for Economic Co-operation and Development (OECD)	Enterprise development	May- September 2004, Albania	closed	18,289.00
26	1202.074-04	CEI Workshop "Procurement and Good Practices in transfer of know-how in the field of agriculture"	Ministry of Agriculture, Forestry and Food, Slovenia	Slovenia	Sustainable agriculture	2-3 September 2004, Gornja Radgona, Slovenia	closed	9,219.78
27	1202.082-04	STAGE 1: Meeting on, reviewing the measures taken by CEEC including CEI and TER countries, facilitation of border crossing procedures and future actions needed to bring border control in line with the EU Directives or Schengen regulations during the Summit Economic Forum STAGE 2: meeting of the CEI-TER task force on border crossing control	United Nations Economic Commission for Europe (UNECE)	United Nations Economic Commission for Europe (UNECE)	Multimodal transport	24-25 November 2004, Portoroz, Slovenia; 27-28 October 2005, Warsaw, Poland	closed	8,500.00

<i>project No</i>	<i>reference No</i>	<i>cooperation activity name</i>	<i>applicant</i>	<i>country/organisation</i>	<i>sector</i>	<i>implementation date and venue</i>	<i>status</i>	<i>CEI Trust Fund contribution (€)</i>
28	1202.090-04	Business Transfer East: Building up an European Network to support Transfer and Development of Businesses in European East Countries	Fondazione Giacomo Rumor – Centro Produttività Veneto, Chamber of Commerce of Vicenza	Italy	Enterprise development	November 2004 – November 2005, Italy	closed	9,610.45
29	1202.091-03	IDEA: Interactive Database for Enterprises and Associations	Bulgarian Small and Medium Enterprises Promotion Agency	Bulgaria	Enterprise development	February 2006- July 2007, Bulgaria, Italy	closed	30,000.00
30	1202.097-04	Viticulture and Oenology in Middle-Eastern Region and in the Balkan area: scientific, business, and technical meetings	Udine Fiere Spa	Italy	Sustainable agriculture	28-31 January 2005, Torreano di Martignacco, Italy	closed	13,280.80
31	1202.098-04	Symposium on “Agriculture and Forestry in the Balkan countries”	Federal Ministry of Agriculture, Forestry, Environment and Water Management	Austria	Sustainable agriculture	10-11 December 2004, Vienna, Austria	closed	12,139.72
32	1202.006-03	7th Expert Forum “Challenges and Solutions for the Post-privatisation Phase in the Enterprises in the CEI countries”	Industrial Engineering & Management, Faculty of Mechanical Engineering, Skopje, Macedonia; Co-organizer: Ministry of Economy of Macedonia	Macedonia	Enterprise development	29-30 May 2003, Skopje, Macedonia	closed	16,059.00
33	1202.007-03	Follow-up of Adriatic Sea Partenariat 2002 - CEI Programme of Three Training Workshops & CEI Forum	Small and Medium Entrepreneurs' Association, Croatia	Croatia	Enterprise development	9 May 2003 Zagreb, Croatia; 4 September 2003 Lovran, Croatia; 2 October 2003 Lovran, Croatia	closed	9,000.00
34	1202.009-03	Assistance to Investment Raising and Capacity Building of “Aragast” company	Gomel Regional Economic Development Agency	Belarus	Enterprise development	1 June- 30 November 2003, Gomel, Belarus	closed	4,700.00
35	1202.020-03	International Conference "Economic Diplomacy - New Challenges and How to Cope with Them"	Diplomatic Academy of the Ministry of Foreign Affairs, Croatia	Croatia	Human resource development	14-15 November, 2003, Dubrovnik, Croatia	closed	5,000.00
36	1202.024-03	YMISO Concert for the CEI Summit Economic Forum 2003 in Warsaw (Poland)	Young Musicians' International Symphony Orchestra (YMISO)	Italy	Intercultural cooperation	20 November 2003, Warsaw, Poland	closed	9,000.00
37	1202.30-03	Marketing of fresh fruit and vegetables in Croatia – comparison to the EU countries and other countries in transition	National Wholesale Market Company Inc., Croatia	Croatia	Sustainable agriculture	14-17 October 2003, Zagreb, Croatia	closed	12,800.00
38	1202.033-03	Draft of International Workshop the CEI Member Countries for Building and Strengthening of IACS, LPIS, GIS and Payment agency	Ministry of Agriculture, Slovak Republic	Slovak Republic	Enterprise development	24 – 25 October 2003, Bratislava, Slovak Republic	closed	7,900.00
39	1202.051-03	Women Entrepreneurs and Social Innovation	Organisation for Economic Co-operation and Development (OECD)	Organisation for Economic Co-operation and Development (OECD)	Enterprise development	9-10 December 2003, Ljubljana, Slovenia	closed	12,180.30
40	1202.056-03	CEI Programmes on facilitation of cross borders procedures for railways	United Nations Economic Commission for Europe (UNECE)	United Nations Economic Commission for Europe (UNECE)	Multimodal transport	6-8 October, 2003, Bratislava, Slovak Republic	closed	8,190.00
41	1202.058-03	CEI Programme on Agribusiness	Food and Agriculture Organisation (FAO)	Food and Agriculture Organisation (FAO)	Sustainable agriculture	24-27 May 2004, Sarajevo, Bosnia and Herzegovina	closed	14,400.00
42	1202.052-03	CEI-LEED Local Development Network of advisors (LDN)	Organisation for Economic Co-operation and Development (OECD)	Organisation for Economic Co-operation and Development (OECD)	Enterprise development	19 - 21 November 2003, Warsaw, Poland; December 2003, Bucharest, Romania; 24-27 May 2004 Timisoara, Romania	closed	5,555.97

project No	reference No	cooperation activity name	applicant	country/organisation	sector	implementation date and venue	status	CEI Trust Fund contribution (€)
43	1202.053-03	CEI/ LEED Programme on Local Development and "lessons learned" in CEI countries	Organisation for Economic Co-operation and Development (OECD)	Organisation for Economic Co-operation and Development (OECD)	Enterprise development	19 - 21 November 2003, Warsaw, Poland; December 2003, Bucharest, Romania; 24-27 May 2004 Timisoara, Romania	closed	5,000.00
44	1202.063-03	The statistical publication "Central European Initiative in figures"	Central Statistical Office of Poland	Poland	Other	October 2003, Warsaw, Poland	closed	4,900.00
45	1202.072-03	Meeting for Business Leaders and Prominent Industrialists from CEI member countries and Ukraine	Ukrainian League of Industrialists and Entrepreneurs	Ukraine	Enterprise development	26-28 May 2004, Yalta, Ukraine	closed	16,475.64
46	1202.073-03	CEI programme on the future of entrepreneurship: Slovenia, CEI and EU	Small Business Development Centre	Slovenia	Enterprise development	5-7 November 2003, Piran, Slovenia	closed	18,400.00
47	1202.075-03	CEI Support to Nanotechnologies and the international conference EuroNanoForum 2003	BIC- Sviluppo Italia Friuli Venezia Giulia, Italy	Italy	Science and technology	9-12 December 2003, Trieste, Italy	closed	25,000.00
48	IEI 1-02	Training of Kujiv Farm Managers	Farmtec Tabor, Czech Republic	Czech Republic	Sustainable agriculture	April- December 2002, Czech Republic	closed	25,295.00
49	IEI 13-02	Establishment of an Innovation Centre for Training Experts and Line Managers in the Gomel Region	Gomel Regional Economic Development Agency	Belarus	Enterprise development	January- December 2002, Gomel, Belarus	closed	12,237.50
50	1202.013-02	International CEI Conference "Diplomacy and Business Development in the Countries in Transition"	Diplomatic Academy of the Ministry of Foreign Affairs, Croatia	Croatia	Human resource development	14-15 November 2002, Dubrovnik, Croatia	closed	12,375.00
51	1202.015-02	YMISO concert for the CEI Summit Economic Forum 2002	Young Musicians' International Symphony Orchestra (YMISO)	Italy	Intercultural cooperation	15 November 2002, Skopje, Macedonia	closed	10,000.00
52	1202.020-02	Summer School of Architecture	Faculty of Architecture, Skopje, Macedonia	Macedonia	Human resource development	9-20 July 2002, Skopje, Macedonia	closed	9,000.00
53	1202.025-02	International Literary Festival "Vilenica"	Slovenia Writers' Association	Slovenia	Intercultural cooperation	2-8 September 2002, Vilenica, Slovenia	closed	10,500.00
54	1202.026-02	Conference on "Tourism as a Global Movement – an Entrepreneurial Approach"	Small Business Development Centre	Slovenia	Enterprise development	6-8 November 2002, Radenci, Slovenia	closed	23,000.00
55	1202.027-02	CEI Summer Music Academy	Jeunesse Musicale Macedonia	Macedonia	Intercultural cooperation	July – August 2002, Macedonia	closed	10,500.00
56	1202.029-02	Szeged Training Programme	Szeged Centre for Security Policy	Hungary	Human resource development	Spring- Autumn 2002, Szeged, Hungary	closed	23,850.00
57	1202.031-02	Investiguide 2002-2003. Up-dated Handbook and Web-page for Investors in CEI Region	United Nations Economic Commission for Europe (UNECE)	United Nations Economic Commission for Europe (UNECE)	Enterprise development	July-October 2002	closed	13,500.00
58	1202.040-02	Port Planning – Urbanism, Economics, Design	Istituto per lo Studio dei Trasporti nell'Integrazione Economica Europea (ISTIEE)	Italy	Multimodal transport	10-18 September 2002, Trieste, Italy	closed	16,740.46
59	1202.051-02	CEI Training Course for Women's Entrepreneurship	Austrian Economic Chamber, Vienna, Austria	Austria	Enterprise development	4-12 November 2002, Vienna, Austria	closed	15,000.00
60	1202.060-02	Training Course «Frontiers in Transport Project Managing and Financing» and New Book «Transport Project Financing and Technical Procedure»	IPSA Institute	Bosnia and Herzegovina	Multimodal transport	28-30 October 2002, Sarajevo, Bosnia and Herzegovina	closed	9,980.00
61	IEI 01-01	International seminar "Phenomenon of Unemployment in Young People's Life at the Threshold of the New Millennium"	Institute for Children and Youth of Ministry of Education, Sport and Youth, Czech Republic	Czech Republic	Human resource development	7-9 December 2001, Prague, Czech Republic	closed	7,252.00

project No	reference No	cooperation activity name	applicant	country/organisation	sector	implementation date and venue	status	CEI Trust Fund contribution (€)
62	IEI 02-01	Workshop on "Improvement of skills of managers of privatised farms from Odessa Oblast, Ukraine"	Odessa Blast Administration, Ukraine; in cooperation with Farmtec Tabor a.s., Czech Republic; and Agritech srl, Italy	Czech Republic	Sustainable agriculture	1st workshop: 18-26 October 2001, Calvisano, Italy and Tabor, Czech Republic; 2nd workshop: 15-23 November 2001, Calvisano, Italy and Tabor, Czech Republic	closed	40,000.00
63	IEI 03-01	Training of Agrimanagers of the Republic of Belarus in the Czech Republic	Gomel Regional Economic Development Agency	Czech Republic	Sustainable agriculture	1st workshop: 16 – 24 June 2001; 2nd workshop: 27 October – 04 November 2001; 3rd workshop: 24 November – 02 December 2001, Tabor, Czech Republic	closed	27,000.00
64	IEI 05-01	Third Twinning Conference "Through Twinning to Sustainable Development"	Gomel Regional Economic Development Agency	Belarus	Other	15-16 November 2001, Gomel, Belarus	closed	8,600.00
65	IEI 06-01	The economies in transition share their experience in SME and entrepreneurship development	Ministry of Small and Medium Enterprises, Croatia	Croatia	Enterprise development	7-8 June 2001, Sibenk, Croatia	closed	20,000.00
66	IEI 07-01	Diplomatic Conference "Economic Diplomacy in Countries in Transition"	Diplomatic Academy of the Ministry of Foreign Affairs, Croatia	Croatia	Human resource development	5-6 October 2001, Dubrovnik, Croatia	closed	20,000.00
67	IEI 08-01	International Conference "Internationalization - Challenges for SMEs"	Small Business Development Centre	Slovenia	Enterprise development	6-9 November 2001, Portoroz, Slovenia	closed	26,000.00
68	IEI 09-01	Promotion of Women's Entrepreneurship through setting up of the Pilot Internet Matchmaking Centre	Institute for International Relations, Zagreb, Croatia	Croatia	Enterprise development	21-24 November 2001, Trieste, Italy	closed	5,000.00
69	IEI 10-01	SME Training	Small Business Development Centre	Slovenia	Enterprise development	October 2001- June 2002, Slovenia, Austria, Italy	closed	40,000.00
70	IEC 01-01	New borders in South East Europe and their impact on the stability in the Central European Initiative region	Institute of Public Policies, Moldova	Moldova	Other	17-18 May 2002, Chisinau, Moldova	closed	15,000.00
71	IEC 03-01	CEI Summer Music Academy for Young Musicians of the CEI Member States	Jeunesse Musicale Macedonia	Macedonia	Intercultural cooperation	7 July- 3 August 2001, Ohrid, Macedonia	closed	6,000.00
72	IEC 04-01	International seminar "Youth and the Information Society at the Threshold of the New Millennium"	Institute for Children and Youth of Ministry of Education, Sport and Youth, Czech Republic	Czech Republic	Human resource development	12-14 October 2001, Prague, Czech Republic	closed	7,252.00
73	IEC 06-01	16th International gathering of writers, poets, essayist and directors of the international literary festivals	Slovenia Writers' Association	Slovenia	Intercultural cooperation	5-9 September 2001, Vilenica, Slovenia	closed	21,000.00
74	IEC 09-01	Summer School of Architecture	Faculty of Architecture, Skopje, Macedonia	Macedonia	Human resource development	4-22 July 2001, Ohrid, Macedonia	closed	11,500.00
75	IEC 10-01	The impact of International Trade Contracts to the Cultural Policies of the CEI Member States	Ministry of Cultural Heritage, Hungary	Hungary	Intercultural cooperation	3-5 December 2001, Budapest, Hungary	closed	2,928.00
76	IEI 01-00	Balkan Meeting of Children's Books Writers, building bridges with Books for Children	Association on books for kids, Balkan section	Albania	Intercultural cooperation	01-04 June 2000, Tirana, Albania	closed	3,818.00
77	IEI 03-00	Improvement of skills of managers of privatised businesses from Gomel Oblast, Belarus	Gomel Regional Economic Development Agency	Belarus	Enterprise development	16 May 2000, Gomel, Belarus; October 2000, Udine, Italy	closed	65,627.00
78	IEI 04-00	International Seminar: "Public Diplomacy and Media"	Diplomatic Academy of the Ministry of Foreign Affairs, Croatia	Croatia	Human resource development	10-14 April 2000, Dubrovnik, Croatia	closed	3,818.00

project No	reference No	cooperation activity name	applicant	country/organisation	sector	implementation date and venue	status	CEI Trust Fund contribution (€)
79	IEI 05-00	Partner Finding Seminar "How to organise international youth exchanges Environmental field"	n/a	Hungary	Human resource development	June 2000, Budapest, Hungary	closed	7,636.00
80	IEI 06-00	CEI Summer Music Camp	Jeunesse Musicale Macedonia	Macedonia	Intercultural cooperation	6 July-10 August 2000, Ohrid, Macedonia	closed	3,818.00
81	IEI 07-00	Summer School of Architecture 2000 "Architecture of mass movements"	Faculty of Architecture, Skopje, Macedonia	Macedonia	Human resource development	July 2000, Skopje, Macedonia	closed	7,636.00
82	IEI 08-00	Creation of the Internet WEB page of the CEI WG on Youth Affairs	Ministry of Youth and Sport, Macedonia	Macedonia	Human resource development	2000, Albania, Macedonia	closed	1,600.00
83	IEI 09-00	Tax system and tax reform in Modern Market Economies. Tax Reform during the period of transition	Centre of Tax Documentation and Studies, Lodz, Poland	Poland	Other	September 2000, Lodz, Poland	closed	20,000.00
84	IEI 10-00	Workshop – Harmonisation laws and standards in energy saving	International Centre of Energy Efficient Technologies	Ukraine	Sustainable energy	18-19 September, 2000, Kiev, Ukraine	closed	9,410.00
85	IEI 11-00	Protocol for Scientific & Technological Cooperation between the CEI and ICS-UNIDO	International Centre for Science and High Technology- United Nations Industrial Development Organisation (ICS-UNIDO)	International Centre for Science and High Technology-United Nations Industrial Development Organisation (ICS-UNIDO)	Science and technology	2000, various CEI Countries	closed	16,000.00
86	IEI 13-00	YMISO – Young Musicians' International Symphony Orchestra concert	Young Musicians' International Symphony Orchestra (YMISO)	Italy	Intercultural cooperation	June 2000, Szeged, Hungary	closed	3,818.00
87	IEI 16-00	International Workshop: "Financing for SMEs"	Small Business Development Centre	Slovenia	Enterprise development	10-13 October 2000, Bled, Slovenia	closed	15,000.00
88	IEI 17-00	International Conference "Legal Aspects of SME Development & Best Practice in Simplification of SME legal Environment"	Economic Institute of Maribor	Slovenia	Enterprise development	6-7 April, Maribor, Slovenia	closed	9,700.00
89	IEI 15-00	15th international gathering of writers, poets, essayist and cultural editors of daily newspapers	Slovenia Writers' Association	Slovenia	Intercultural cooperation	6-8 September 2000, Vilenica, Slovenia	closed	7,636.00
90	IEI 19-00	Preparatory High-Level Expert Meeting under the auspices of ECE on "Comprehensive Joint Environmental Protection Programme for the Adriatic-Ionian Region"	Ministry of Environmental Protection, Physical Planning and Construction, Croatia	Croatia	Climate and environment	8-10 May 2000, Split, Croatia	closed	9,000.00
91	IEI 02-99	CEI Seminar on "Macroeconomic Policy in Transitional Economies"	Ministry of Foreign Affairs, Croatia	Croatia	Other	3-5 June 1999, Zagreb, Croatia	closed	11,400.00
92	IEI 03-99	International Writers' Meeting "Vilenica"	Slovenia Writers' Association	Slovenia	Intercultural cooperation	8-12 September 1999, Vilenica, Slovenia	closed	12,368.04
93	IEI 04-99	CEI Conference on "Diplomacy for the Twenty-First Century: Knowledge Management"	Ministry of Foreign Affairs, Croatia	Croatia	Human resource development	9-10 October 1999, Dubrovnik, Croatia	closed	5,298.66
94	IEI 08-99	Women's Entrepreneurship East West Cooperation	Organisation for Economic Co-operation and Development (OECD)	Organisation for Economic Co-operation and Development (OECD)	Enterprise development	21-22 October 1999, Brijuni, Croatia	closed	61,386.40
95	IEI 09-99	Training course for International Youth Leaders	Ministry of Youth and Sport, Macedonia	Macedonia	Human resource development	19-26 May 2000, Ohrid, Macedonia	closed	8,470.00
96	IEI 10-99	CEI Summer Music Camp	Jeunesse Musicale Macedonia	Macedonia	Intercultural cooperation	10 July-10 August 1999, Ohrid, Macedonia	closed	16,168.10

<i>project No</i>	<i>reference No</i>	<i>cooperation activity name</i>	<i>applicant</i>	<i>country/ organisation</i>	<i>sector</i>	<i>implementation date and venue</i>	<i>status</i>	<i>CEI Trust Fund contribution (€)</i>
97	IEI 11-99	Multilateral cooperation on youth issues among the CEI countries	Macedonian Ministry of Youth and Sport, Macedonia	Macedonia	Human resource development	September 1999, Ohrid, Macedonia	closed	12,070.00
98	IEI 12-99	International Workshop: "Regional and Local development and small business promotion"	Small Business Development Centre	Slovenia	Enterprise development	5-8 October 1999, Otocec, Slovenia	closed	23,000.00
99	IEI 13-99	"A Sign of the Times" Art Exhibition	Ministry of Culture, Czech Republic	Czech Republic	Intercultural cooperation	5 November- 5 December 1999, Prague, Czech Republic	closed	12,000.00
100	IEI 15-99	Industrial Districts East-West Co-operation	Organisation for Economic Co-operation and Development (OECD)	Organisation for Economic Co-operation and Development (OECD)	Enterprise development	October 1999- December 2000, CEI Countries visits and main seminar in Trieste, Italy	closed	38,112.30
101	IEI 16-99	CEInet project of WG Human Resource Development and Training	National Training Found, Prague, Czech Republic	Czech Republic	Human resource development	May 2000- December 2000	closed	7,500.00
102	IEI 17-99	Seminar on the up-to-date experiences with implementation of the convention on Child Rights in the CEI countries	Institute for Children and Youth of Ministry of Education, Sport and Youth, Czech Republic	Czech Republic	Human resource development	12-14 May 2000, Prague, Czech Republic	closed	8,000.00
103	IEI 18-99	Forum on New Trends in Competition Law and their Implications for Business in the countries of Central and Eastern Europe and the CIS	United Nations Economic Commission for Europe (UNECE)	United Nations Economic Commission for Europe (UNECE)	Enterprise development	29 November- 1 December 1999, Brno, Czech Republic	closed	2,500.00
104	IEI 01-98	(CEI International Event, investment oriented)	Foundation for Entrepreneurship Development	Bulgaria	Enterprise development	1998, Bulgaria	closed	11,420.44
105	IEI 02-98	(CEI International Event, investment oriented)	Gomel Regional Economic Development Agency	Belarus	Enterprise development	1998, Belarus	closed	20,000.00
106	IEI 03-98	(CEI International Event, investment oriented)	Chamber of Commerce and Industry of Slovenia	Slovenia	Enterprise development	1998, Slovenia	closed	20,115.00
107	IEI 04-98	The role of Government in the Creation of Institutions for Enterprise Creation and Support to SMEs	Ministry of Industry of Italy and S.E.C.I.	Italy	Enterprise development	1998, Potenza, Italy	closed	10,329.14
108	IEI 05-98	Round Table of Northern Adriatic Ports	Slovenia Ports	Slovenia	Multimodal transport	18-19 September 1998, Portoroz, Slovenia	closed	56,810.26
109	IEI 06-98	CEI Conference on Investments Promotion	Croatian IPA and IMO	Croatia	Enterprise development	18-19 November 1998, Zagreb, Croatia	closed	6,462.43
110	IEI 07-98	Conference on International Cooperation of national Museums of the CEI Countries	n/a	Slovak Republic	Intercultural cooperation	1998, Slovak Republic	closed	5,000.00
111	IEI 08-98	Conference on the Role of Diplomacy in Countries in Transition	n/a	Croatia	Human resource development	1-2 October 1998, Dubrovnik, Croatia	closed	2,579.86
112	IEI 09-98	Training of Belarusian agribusiness managers in managing transformation	Farmtec, Tabor, Czech Republic	Czech Republic	Sustainable agriculture	1 January 1999- 25 December 2000	closed	46,309.36
113	IEI 10-98	Second International Conference "Through Twinning to Sustainable Social and Ecological Development"	Gomel Regional Economic Development Agency	Belarus	Enterprise development	September 10-11, 1999, Gomel, Belarus	closed	5,000.00

ANNEX 21

CEI Summit Economic Forum

At the Meeting of Ministers of Foreign Affairs of the CEI Member States held on the island of Brijuni (Croatia) on 5-6 June 1998, the Ministers welcomed the proposal for a CEI Business Forum (later renamed the CEI Summit Economic Forum - SEF) recognising that *“the improved flow of information on economic, legal and commercial issues will promote the development of regional trade and investment links”*.

First organised in Zagreb in 1998, the SEF is now known as the annual flagship event of the Initiative. It takes place each autumn in the country holding the CEI Presidency in parallel with the Roundtable of the Ministers of Economic Sectors and generally preceding the CEI Summit.

The Forum serves as a platform to support and promote the CEI strategy of fostering regional cooperation, European integration and economic transition in central, eastern and south-eastern Europe.

The SEF is also a tool for supporting the internationalisation of Italian enterprises and to encourage the development of trade and investment opportunities. To this purpose, since 2005, in the framework of the event, ICE (Italian Institute for Foreign Trade) has organised the “Desk of Italy”.

In addition, the Business Match-Making system has been a major component of the SEF. Over the years, participants have learned to use this essential tool more and more, in order to develop their business activities. Under the coordination of the CEI staff, about 100 bilateral meetings are organised each year.

The event generally attracts a mix of industry leaders, senior government officials from the 18 CEI member states, regional, national and international organisations, including the European Commission (EC), the Organisation for Economic Co-operation and Development (OECD), the Regional Cooperation Council (RCC) and the Food and Agriculture Organization of the United Nations (FAO); International Financial Institutions (IFIs), including the European Bank for Reconstruction and Development (EBRD), the European Investment Bank (EIB), the International Monetary Fund (IMF) and the World Bank; professionals and consultants; lawyers and hundreds of business people.

In the 12 meetings organised so far, the SEF has focused on significant themes that encouraged and enlightened the CEI countries in their development endeavours. Issues concerning transition and EU accession, development of a market-oriented economy, energy efficiency, transport and infrastructure, support to small and medium-sized enterprises, and social developments were among the recurrent themes that responded to a strong demand from various stakeholders. Most importantly, it helped to bridge the gap between entrepreneurs, citizens, international organisations and public authorities of all levels.

SEF 1998 – 2008 in figures (annual average)

Registered participants	1,200
Countries represented	45
IFIs and other international/regional bodies	20
Speakers and project promoters	100
Sessions	12
Bilateral business meetings	100
Journalists reporting from the event	100
Sponsors	8
Media partners	8

ANNEX 22

The CEI Italian Fund at the EBRD in the field of sustainable energy

Table A. List of TC projects in energy sector

commitment No	commitment name	country of operation	TC description	CEI Fund resources allocated (€)	type of support	total investment (million €)	EBRD investment (million €)
CEI-1997-09-04	Emergency power system reconstruction project	Bosnia and Herzegovina	These projects were aimed at helping the reconstruction of generation, transmission and metering of electric power in Bosnia and Herzegovina. The purpose of the assignments was to complement the activities of three utility companies and local experts in handling the complexities of electric system reconstruction.	76,217.93	Implementation	152.3	66.4
CEI-1997-09-05	Emergency power system reconstruction project	Bosnia and Herzegovina		133,581.45	Implementation		
CEI-2004-10-03F	Regional: Energy Audits Programme Framework Agreements (D'Appollonia)	Regional	These two TC projects were intended to identify energy-saving opportunities with selected clients of the EBRD by conducting energy audits in plants located in EBRD countries of operations which are part of the CEI.	200,000.00	Investment generation	97.3	97.3
CEI-2004-10-04F	Regional: Energy Audits Programme Framework Agreements (Montgomery Watson)	Regional		238,162.19	Investment generation		
CEI-2005-12-09	Market study for sustainable energy in the Slovak Republic	Slovak Republic	The overall objective of the assignment was to carry out a market study which showed the basis on which a facility dedicated to financing sustainable energy projects in the Slovak Republic can be developed and implemented. The CEI TC involved preparatory work for a credit line dedicated to energy efficiency and renewable energy in the Slovak Republic.	49,307.00	Pre-investment	60	60
CEI-2007-12-08	Assessment of sustainable energy potential in Western Balkans	Regional	The overall objective of the assignment is to carry out a market study which showed the basis on which a facility dedicated to financing of sustainable energy projects in the Western Balkans can be developed and implemented. The consultant will study the market to assess potential for on-lending via participating banks to finance businesses carrying out sustainable energy projects.	196,000.00	Investment generation	20	20
CEI-2008-11-09F	Energy Audits Programme (CEI funded - extension) D'Appollonia	Regional	By providing Energy Audits and Energy Management Training Programmes, the EBRD aims at helping its clients in identifying opportunities to save energy and persuading them to better prioritise energy efficiency investments. The TC objective is providing services to selected EBRD clients located in the CEI region with particular focus on Moldova, Ukraine, Belarus, Bulgaria, Romania and the Western Balkans. At least nine plants are envisaged to be audited or receive training support, although the actual number will depend on the scope and detail required for each audit.	184,850.00	Investment generation	8.8	8.8
CEI-2008-11-10F	Energy Audits Programme (CEI funded - extension) (Montgomery Watson)	Regional		152,837.81	Investment generation		
Total				1,230,956.38		338.4	252.5

Background

As the urgency of the climate change challenge increases, it is now a global priority to implement policies and actions favouring investments to mitigate and adapt to its adverse effects. CEI member states have traditionally been intensive consumers of energy, with some countries being among the highest emitters of greenhouse gases. In this framework, priority areas for this sector are energy efficiency and renewable energy sources.

Sustainable growth in central and eastern Europe is closely linked to energy matters. In this regard, the CEI identified as core issues of its activities the promotion and development of energy efficiency, security of energy supply and know-how transfer as well as research and development of renewable energy sources.

The use of the CEI Italian Fund at the European Bank for Reconstruction and Development (EBRD) has permitted the sponsoring of technical cooperation in line with the Bank's selective approach by concentrating on conducting regional energy audits; fostering competition through ending the powers of industrial monopolies and market restructuring; and improving the regulatory framework ahead of privatisations, and tariff reforms.

In this context, energy efficiency – within the sustainable energy field – has been acknowledged as a key issue in the CEI member states and particularly in the Balkan Region which is much more energy intensive. The CEI Fund has supported region-wide projects aimed at promoting a sustainable energy development strategy by enhancing regional cooperation on energy efficiency and investment project development.

1. Technical Cooperation (TC) projects on sustainable energy

The Secretariat for CEI Projects, through its Italian CEI Fund at the EBRD, has been committed to promote initiatives supporting energy savings in industrial activities. Working within the strategic parameters established by the EBRD as well as by other multilateral development banks, the CEI has in the past few years dedicated much of its resources to operations that promote energy efficiency.

In 2002 the EBRD initiated a pilot Technical Assistance Programme designed to provide its clients with dedicated international expertise to help them implement energy efficiency through energy audits and targeted training. Building on this initial experience, the Bank has expanded the programme thanks to the contribution of the CEI starting from 2004. The CEI-funded energy audits and capacity building programme have been instrumental in positioning the EBRD as a leading financial institution aiming to promote energy sustainability and pursue business opportunities associated with energy efficiency investments.

In the reporting period covered by the Retrospective Review, the CEI Fund has allocated about €1.23 million to energy efficiency TC projects, which related with €338.4 million of international investments. The EBRD alone allocated €252.5 million in CEI TC related investments.

Within the energy efficiency sector, of the €338.4 million of international investments, 63 per cent were directly linked to CEI TCs, while 37 per cent of the investments were indirectly linked to the implementation of CEI TCs.

Considering both directly and indirectly linked investments, for each euro spent by the CEI Fund on energy projects, there was an international investment of about €275. The EBRD alone invested €205 for each euro that the CEI Fund disbursed on energy-related TCs.

2. KEP projects on sustainable energy

Reforms in the energy sector have also been supported by the Italian Fund through the Know-how Exchange Programme (KEP). So far, four CEI KEP projects in the energy sector have been supported by the CEI for a total contribution amounting to €130,350. The Programme allows for the transfer of good practice and the implementation of capacity building projects between the EU and the non-EU member states within the CEI. Energy-related topics, such as energy efficiency, renewable sources of energy, clean energy and climate change, are among the Programme's priorities.

1. BIOM-ALBA: analysis and study of the feasibility of a biomass chain in Albania

Albania has undergone several energy shocks since 1991 and, despite the increasing demand for electricity, energy production is still not diversified enough and relies mostly on oil, hydroelectric energy and natural gas. The use of renewables still needs to be further developed and the project BIOM-ALBA aims, in accordance with the *acquis communautaire* in this area, to promote sustainable development in the Adriatic-Ionian countries with particular reference to energy needs, health and environmental protection, public administration and commercial enterprises. More specifically, BIOM-ALBA promotes the reduction of dependency on imported non-renewable resources by developing the potential of renewable sources (in particular the use of biomass energy) in Albania, and the reduction of the environmental impact of the combustion process. Two elements of particular importance for the achievement of this goal are the reduction of dependency on imported fossil energies and the environmental impact of combustion processes. The project involves two universities – the Department of Agricultural Engineering of Bologna University and the Agricultural University of Tirana – together with other partners.

2. S.E.A. – System for Energy Autonomy

AREA S.p.A, the know-how donor, is a joint-stock company owned by 18 Italian municipalities and provides environmental services to member communities. AREA has also been a key player in the preparation and definition of energy planning in the Region Emilia Romagna. The primary objective of the project is to assess the possibility of energy production from biomass in the District of Floresti, in the northern part of Moldova. This will be achieved through detailed analysis of energy needs and the preparation of a study on the availability of biomass for energy production. The study will outline the elements needed for the energy planning of the district and consequently for the specifications of a possible future cogeneration plant: the size of a possible plant based on the assessment of local energy needs and the availability of fuel (biomass) for energy production.

3. Assessment of energy sector in Bosnia and Herzegovina

The project is a peer review by the Assembly of European Regions (which brings together over 270 regions from 33 countries and 16 inter-regional organisations). It aims to provide assistance to the Republic of Srpska, an entity of Bosnia and Herzegovina, in establishing energy policies in the area of electrical energy in which the region has certain potential and resources. There are, however, specific problems in terms of production, consumption and the electrical energy market, especially with regard to

building energy facilities, the green electricity market, energy efficiency, and producing electrical energy from renewable energy sources. The project will bring together elements for finding solutions to some of these problems. In the preparatory phase, members of the peer review team will meet with local experts to discuss the energy situation. The correct priorities to tackle the problems will then be determined. In the determination of priorities, measures will be taken to ensure that the goals of the project do not overlap with the goals of other similar projects and will be of benefit to the Republic of Srpska.

4. Technical assistance for the enhanced use of agricultural biomass residues

The project aims at transferring to recipient partners in Serbia best practices about methodologies, technologies and tools for new, innovative,

technically and economically feasible approaches to the use of agricultural biomass residues as well as specifications about the possibility of using some dedicated plants in unfavourable soils. In particular, the project focuses on ash recycling; the Agricultural Biomass Fuel cycle (ABF-cycle); the production of agricultural energy plants on unfavourable soils; and combustion of various agricultural energy plants. All these activities aim to adapt practices that are well developed in Italy and in other EU countries to the Serbian agricultural context in order to enhance the use of agricultural biomass residues as an energy source in a geographic area where these products are potentially largely available. The results of this work will contribute to optimising the size of possible thermal and power generation facilities and to produce a methodological – technical and operational – scheme to create replication conditions in Serbia and in other central European countries where the availability of biomass is also significant.

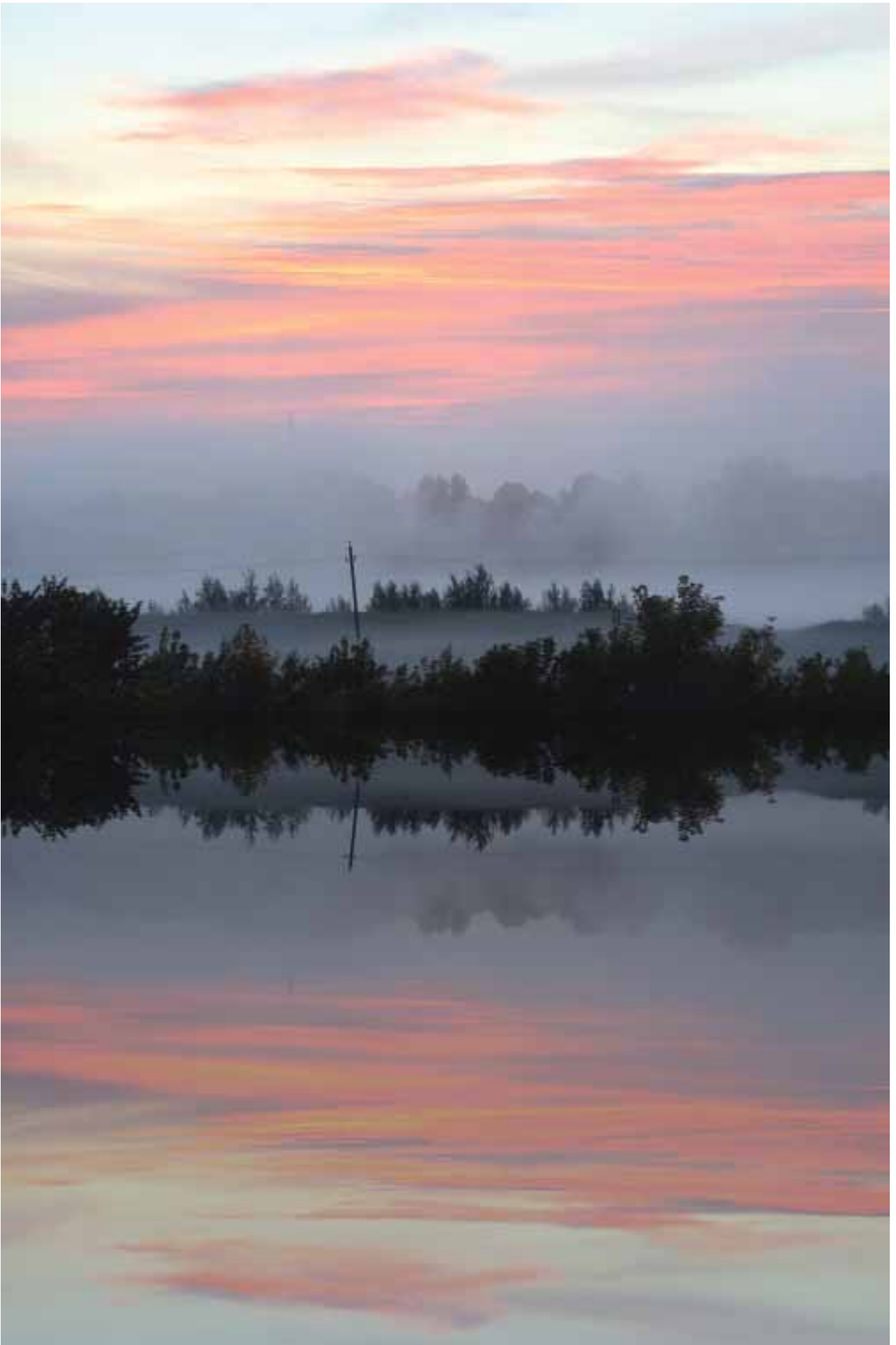
Table B. List of KEP projects in energy sector

reference no	title	applicant country	recipient country	total cost (€)	CEI grant committed/disbursed (€)	status
1206.014-08	BIOM-ALBA: analysis and study of the feasibility of a biomass chain in Albania	Italy	Albania	100,040	36,000	Disbursing
1206.004A-09	S.E.A. - System for Energy Autonomy	Italy	Moldova	121,600	40,000	Disbursing
1206.005A-09	Assessment of energy sector in Bosnia and Herzegovina: AER Peer Review on Energy in Republika Srpska	Assembly of European Regions	Bosnia and Herzegovina (AER)	30,750	15,350	Disbursing
1206.011A-09	Technical assistance for the development and improvement of technologies, methodologies and tools for the enhanced use of agricultural biomass residues	Italy	Serbia	80,000	39,000	Approved

Table C. List of CA projects in energy sector

reference No	title	implementation date and venue	applicant country	project cost (€)	CEI contribution (€)	status
1202.026-05	Subregional consultation workshop on sustainable consumption and production and their educational trends in the south-east European countries	5–6 November 2005, Zagreb	Croatia	57,980	20,200	Closed
1202.112-04	3rd Regional Energy Conference “Trans Border Energy Flows in Central and South-East Europe” and Second Specialised International Exhibition/“ExpoEnergy 2005”	31 May-3 June 2005, Sofia	Bulgaria	100,500	13,500	Closed
IEI 10-00	Harmonisation laws and standards in energy saving	18–19 September, 2000, Kiev	Ukraine	12,010	9,410	Closed





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Photography – Cover

Tommaso Lisanti, “Colonne d’Ercole crepuscolo di delta geminorum”, 1989
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Produced by the Secretariat for CEI Projects, May 2010

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