

**EVALUATION OF THE IMPLEMENTATION OF
COUNCIL REGULATION 2667/2000 ON THE
EUROPEAN AGENCY FOR RECONSTRUCTION**

Synthesis Report

Volume III

Annexes

June 2004

Contract N.: B7-6510/2002/005

**between the European Community, represented by
the European Commission and**

Development Researcher's Network Consortium



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Researchers'
Network

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

in the field of external cooperation with partner countries

Contract N.: B7-6510/2002/005

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IMPLEMENTATION OF
COUNCIL REGULATION
2667/2000 ON THE EUROPEAN
AGENCY FOR
RECONSTRUCTION**

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The opinions expressed in this document represent the authors' points of view which are not necessarily shared by the European Commission or by the authorities of the countries concerned.
The evaluation team wishes to thank Douglas Carpenter, Chairman of the Steering Group of the evaluation, and all members of the Steering Group for their support to the best development of the evaluation and for their helpful suggestions and constructive criticism on the draft reports.

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Volume I of the Synthesis Report includes the report on Part C of the ToRs which is an assessment of the Agency’s contribution to the achievement of the objectives of CARDS.

Volume II of the Synthesis Report includes Part A (Historical perspective) and Part B (Summary of the Agency’s functioning in line with the Regulation) of the ToRs.

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

ANNEX A: TERMS OF REFERENCE



EUROPEAN COMMISSION

EuropeAid Co-operation Office

General affairs

Evaluation

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EVALUATION OF THE IMPLEMENTATION OF COUNCIL REGULATION 2667/2000 ON THE EUROPEAN AGENCY FOR RECONSTRUCTION

TERMS OF REFERENCE

Final

TERMS OF REFERENCE FOR AN EVALUATION OF THE IMPLEMENTATION OF COUNCIL REGULATION 2667/2000 ON THE EUROPEAN AGENCY FOR RECONSTRUCTION

1. Introduction: the framework and background to the evaluation

Mandate:

Council Regulation 2667/2000 of 5 December 2000 (hereafter referred to as “the Agency Regulation”) established the European Agency for Reconstruction in its current form. Article 14 of the Agency Regulation provides that the European Commission should submit to the Council before the end of June 2004 an evaluation report on the application of the Regulation and a proposal on the status of the Agency.

Background:

In 1999, the European Council invited the European Commission to elaborate proposals for an agency to be charged with the implementation of Community reconstruction programmes following the crisis in Kosovo. The Agency started its operations in Kosovo in February 2000, taking over from the European Commission’s Task Force for the Reconstruction of Kosovo (EC TAFKO), which had been set up in July 1999 as a temporary body.

At the time, the legal basis for the Agency’s activities was the (“OBNOVA”) Council Regulation (EC) 2454/1999 of 15 November 1999, relating to aid for Bosnia and Herzegovina, Croatia, the Federal Republic of Yugoslavia and the former Yugoslav Republic of Macedonia¹.

Following the political changes in Serbia in October 2000 the General Affairs Council decided on 9 October 2000 to extend the activities of the European Agency for Reconstruction to the entire state of Serbia & Montenegro. Consequently, from 8 January 2001, the European Commission transferred the responsibility for the implementation of all of its assistance programmes for Serbia & Montenegro to the Agency.

In order to establish a single legal framework for interventions in the western Balkans, previous Regulations were replaced on 5 December 2000 by a new [Council Regulation \(EC\) 2666/2000](#) on assistance for Albania, Bosnia and Herzegovina, Croatia, the Federal Republic of Yugoslavia and the Former Yugoslav Republic of Macedonia. This new Regulation (known as CARDS – Community Assistance for Reconstruction, Development and Stabilisation) was complemented by the Agency Regulation, which confirmed the ongoing activities of the European Agency for Reconstruction.

Finally, in December 2001, the Agency was formally asked to assume management responsibility for EU assistance programmes in the former Yugoslav Republic of Macedonia (FYROM). Council Regulations 2666/2000 and 2667/2000 were thereby amended by Council Regulation 2415/2001 of 10 December 2001.

The legal basis for CARDS, Council Regulation 2666/2000, is the subject of a separate but simultaneous evaluation, which should also be presented to the Council before the end of June 2004, accompanied by proposals for the future of the Regulation. Elements of the evaluation of CARDS, which concern the Agency’s effectiveness as one means of implementing and delivering

¹ The latter had amended Council Regulation (EC) 1628/1996, and stated in Article 14:

“The reconstruction and refugee programmes (...) will initially target Kosovo, and when conditions are right may also target other parts of the FRY. The Commission may delegate their implementation to an agency. A European Agency for Reconstruction, hereinafter referred to as ‘the Agency’, shall be set up to that end with the aim of implementing the above-mentioned programmes for reconstruction and assistance to returning refugees. Any decision to extend the Agency’s activities to parts of the FRY other than Kosovo (...) shall be taken by the Council acting by a qualified majority on a proposal from the Commission. In the light of that decision, the Agency may establish other operational centres.” Article 16 stipulated that the Agency should first be established in Pristina, and that it should have considerable management autonomy to begin reconstruction work in Kosovo, using the Agency’s general services located at its seat in Thessaloniki, Greece.

EU assistance, will be taken into account in the preparation of the evaluation of the Agency Regulation.

The Agency has its headquarters in Thessaloniki, and operational centres in Pristina, Belgrade, Podgorica and Skopje². An independent agency of the European Union, it is accountable to the Council and the European Parliament, and overseen by a Governing Board comprising representatives from each of the EU Member States and from the European Commission.

The main responsibilities of the Agency are described in Article 2 of the Agency Regulation. During its lifetime, the Agency's main priorities have evolved from the preparation and provision of reconstruction assistance towards the normalisation of assistance in line with CARDS. CARDS programmes reflect the strategic framework articulated in country strategy papers and multi-annual programmes, with an emphasis on the goals of the stabilisation and association process.

The Agency may also implement specific reconstruction and related programmes which are fully funded by other donors.

The role and responsibilities of the Agency's Governing Board are described in Article 4 of the Agency Regulation.

The Agency oversees a cumulative total package of nearly €2 billion across its four operational centres, including the 2003 annual programme funding commitments (July 2003).

2. The purpose, scope and objectives of the evaluation

The purpose of the evaluation is to inform the preparation of a proposal on the future of the Agency. To achieve this purpose, the evaluation should provide a synthesis of material reporting the Agency's success in preparing and implementing EC assistance, in accordance with the guidelines provided by the Commission, and its relevance in the current context. The evaluation should further take account of independent assessments of alternative mechanisms for delivering Community assistance, explaining where possible why one mechanism is more or less effective in one area than another, with due regard to the type of assistance provided and the context in which it is delivered. Finally, the report should show an awareness of the characteristics of the agency models operating in other EU programmes, considering especially possibilities for the diffusion of best practice.

The final evaluation report should present findings and lessons, along with a set of detailed recommendations. The report will serve firstly to account to the legislative authority and wider public for the funds expended via the Agency, and secondly to inform the preparation of the proposal on the future of the Agency.

The evaluation will examine the Agency's activities since its establishment in February 2000, describing the evolution in the Agency's role and responsibilities. While the findings and recommendations should address this entire period, they should focus in particular on lessons of value to the current context of implementation of CARDS assistance³.

3. Specific areas which should be treated in the evaluation

² following the amendment of the Agency Regulation in December 2001, which extended the Agency's activities to the Former Yugoslav Republic of Macedonia from 2002 onwards – Council Regn. 2415/2001 of 10 December 2001.

³ The evaluation may consider how significant findings and recommendations concerning the emergency and reconstruction activities of the Agency might have a bearing on other EC actions

PART A: Summary of Activities

1. Summary of the Agency's mandate and tasks as defined in the Agency Regulation. Description of the Agency in terms of its evolution, structure and internal organisation, assets, location, management and resources (human and financial).

2. Historical narrative in terms of the Agency's execution of tasks conferred on it under Article 2 of the Agency Regulation:

- Collection, analysis and communication of data;
- Preparation of draft programmes in accordance with Commission guidelines;
- Implementation of Community assistance in terms of the eight aspects of the project cycle described in Article 2.1.c. of the Agency Regulation.
- Implementation of programmes entrusted to the Agency by other donors as foreseen in Article 2.3 of the Regulation
- if relevant, follow-up activities in relation to UNMIK support as foreseen under Article 2.4 of the Regulation

PART B: Confirmation of legal obligations and functioning according to the Agency Regulation

In this section, interviews and written material from various existing sources will be used to confirm the following points relating to implementation of the Agency Regulation, and to aggregate any relevant findings from audit or control reports or from previous evaluation or monitoring reports:

- Article 3: legal personality and non-profit making status of the Agency;
- Article 4: composition of the Governing Board, reporting by Director to the Governing Board, decision-making by the Governing Board, reporting by the Governing Board to the EU institutions;
- Article 5: execution of functions entrusted to the Director;
- Article 6: establishment of revenue and expenditure accounts, balance and nature of revenue and funds made available by recipient countries⁴;
- Article 7: establishment and adoption of the budget;
- Article 8: implementation of the budget, including existence of financial checks, audit and discharge;
- Article 9: adoption of Agency Financial Regulation;
- Article 10: staffing, including matching of human resources to needs;
- Article 11: translation services;
- Article 12: adoption of provisions relating to OLAF investigations and to spot checks;
- Article 13: procedures for ensuring respect of contractual liability.

It should be stressed that original audit or research work is not expected under PART B. However, in synthesising material to produce findings on each aspect, experts will be expected to note any significant absences of material and to recommend further controls, audits or investigations if necessary.

PART C: Assessment of the Agency's progress in meeting the objectives assigned to it by the Commission in relation to CARDS

⁴ NB a proposed regulation amending Regulation (EC) 2667/2000 as regards budgetary and financial rules applicable to the EAR was adopted on the 18th June 2003.

Drawing on the assessment of delivery mechanisms undertaken in the context of the simultaneous evaluation of the CARDS Regulation, and describing in more detail aspects relating specifically to the Agency, this section of the report will provide an independent assessment of the Agency's performance in meeting its objectives. It is the intention of the Evaluation Unit that there should be an overlap of content between the two evaluations (as findings on the Agency are relevant to both), but that duplication of work between the two exercises should be reduced to the minimum.

Attention will be given also to the complementarity and co-ordination of the Agency's activities with those of other delivery mechanisms, in particular those of the European Commission at Headquarters and in delegations, and with other agencies operating in the partner countries concerned. Coherence with Regional CARDS assistance measures should also be considered.

In preparing this part of the report, external experts will be asked to present their own approach to judging the success of the Agency in meeting its overall objectives, but the Commission will expect attention to be given to the following questions:

Mandate, context and structure of the Agency

Has the Agency been given a clear strategic framework and guidelines within which to develop specific, realistic and operational objectives in its work programmes? To what extent has the allocation of administrative resources to the Agency shown a rational assessment of its activities and objectives?

Has the Agency defined indicators and criteria to assist in judging its success and progress in attaining its goals? What quality control and quality development activities has the Agency carried out to ensure that it can direct appropriate resources at the tasks it has been set?

To what extent have the governing arrangements for the Agency added value to the work of the Agency? How far has the governing Board of the Agency assisted in supporting the Agency and in ensuring that the priorities of CARDS (including decisions subordinate to the CARDS Regulation taken by the management committee) are effectively translated to the context of the countries concerned? To what extent has the existence of the Board facilitated co-ordination and complementarity between the programmes of the Agency and those of Member States?

Stakeholder participation and co-ordination

To what extent has the Agency liaised and co-ordinated with EU Member States and their agencies responsible for bilateral assistance?

How far has the Agency linked with the Commission Headquarters and delegations in preparing and conducting the activities entrusted to it?

To what extent has a clear delineation been achieved between the responsibilities of the Agency and those of other international agencies delivering assistance in the regions concerned?

What overall degree of co-operation has been achieved with the bodies described above in working towards shared objectives?

Overall, has the Agency's preparation and implementation of projects shown a sensitivity to key ownership and sustainability aspects (including integration of local authorities and civil society, legislative and political follow-up or support, donor co-ordination)?

Efficiency and co-ordination aspects

Has a clear division of responsibility between staff and a transparent management system been developed to ensure the overall co-ordination of work at regional, country and local level?

How far have staff recruitment, employment and training procedures in the Agency contributed to securing the services of appropriately qualified and experienced staff? To what extent has an appropriate mix of EU and local staff been achieved, creating a sufficient level of expert knowledge of both EU policies and the regional context?

To what degree has the Agency been able to ensure that subcontracted experts have relevant skills and experience to conduct the tasks entrusted to them?

Effectiveness and overall judgement

To what extent have the activities and outputs of the Agency been quantified, and how far have they met the expectations of key stakeholders, taking account of the limits of the strategic framework within which the Agency operates?

How far has the Agency identified projects of suitable quality and in line with the strategic framework set out in CSPs and MIPs and other established priorities?

What is the qualitative appreciation of the Agency model by customers and stakeholders, and especially those in partner countries (government and civil society), judged according to its responsiveness, sensitivity to local needs, ownership by the beneficiaries, delivery of services, visibility, accessibility and accountability? This would take account of aspects relating to stakeholder dialogue, communication and information.

To what extent has the Agency developed a lesson-learning culture, taking on board the findings and recommendations of reviews, evaluation and monitoring exercises relating to its functions and performance? How much independence has been achieved in the management and execution of these exercises?

Drawing on the findings of the parallel evaluation of the CARDS Regulation, what added value has the Agency provided as one model of delivering assistance in the Balkan countries?

In addressing this part of the evaluation, including the overall judgement on the Agency, experts will be expected to be aware of the different circumstances and arrangements for the Agency's different operational centres. Experts should summarise the role and activities of each centre, and highlight any key differences in performance and effectiveness.

4. The structure and follow-through of the Evaluation

The Commission services and the European Agency for Reconstruction will provide all documentary material required for the completion of Parts A and B of the report, which will be executed under the authority of the Evaluation Unit with the assistance of independent experts as required

Part C of the evaluation will be undertaken wholly by independent external experts who will be given full access to the services of the Commission and the European Agency for Reconstruction. In addition, those services will facilitate contacts with Member States, other donors and stakeholders insofar as possible.

Quality control of the evaluation will be undertaken by the Evaluation Unit, who will be responsible for methodological control and who will take advice on factual issues from appropriate services as necessary. To facilitate this process, a working group of officials from the bodies concerned will be established to assist the Evaluation Unit.

The evaluation will take place in four main phases: (a) agreement on structure, responsibilities and attribution of tasks; (b) collection of data; (c) analysis; (d) judgement on findings, leading to a set of conclusions and recommendations.

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

⁵ Given the limited time available for the evaluation, evaluators might wish to consider the possibility of using structured questionnaires as a tool for assessing the views of key stakeholders

5. Evaluation Work Phases

Launching the evaluation and producing an Inception Note

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

This Inception Note is subject to validation by the Evaluation Unit.

Structuring and data acquisition for the Evaluation

Once the Inception Note has been approved (after any agreed amendments have been made), work will proceed with the *Structuring Stage* of the evaluation, which includes the completion of data collection already begun.

During this structuring stage, the external experts and the Evaluation Unit will hold exploratory meetings with the relevant Commission Services. Missions to offices of the Agency and of other bodies in the countries where the Agency operates will be undertaken as necessary (to be justified by the external experts before approval). The principal part of the work will be dedicated to the analysis of all relevant key documentation. This will cover recent and current Commission co-operation in the Western Balkans, focusing on the activities of the Agency itself, and including data on the pertinent Regulations, strategic documents and instruments, and also key documentation produced by national and regional institutions and other donors.

With the information obtained, the consultants will work initially on parts A and B of the evaluation. Draft reports on these aspects will be submitted to the Evaluation Unit, according to the timetable in annex to these Terms of Reference. At the same time, preparatory work for Part C, including the definition of an agreed methodology, will take place.

Regarding Part C of the evaluation, external experts will submit in the inception note an indicative timetable for their work, which will take account of the timing of parts A and B. Experts will take account of the need to identify appropriate judgement criteria and indicators where possible when answering evaluation questions. Experts should also set out their proposed methods of analysis, suggesting if necessary possible areas for case studies, questionnaires or other specific tools to be used.

The Final Report (as well as previous notes and reports) will be drafted in English as this is the working language of the region, and will address parts A, B and C of the evaluation together (see indicative structure of the final report in Annex 2). The evaluation team will deliver a *Draft Final Report* to the Evaluation Unit. The Evaluation Unit will discuss the report with the external experts and will furnish written comments. The evaluators, whose independence is of paramount importance, may either accept or reject the comments made by the Evaluation Unit (except in cases related to factual errors or methodological inconsistencies). In case of rejection they shall motivate (in writing) their refusal and annex the relevant comments and their responses to the report.

External experts may, on the basis of the Draft Final Report, be asked to participate in a *Seminar, either in Brussels or in the field*, during which they will make a presentation to relevant stakeholders on the evaluation's preliminary findings, conclusions, and recommendations. It is likely that such a presentation will be held in conjunction with a presentation on the CARDS Evaluation.

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

6. Dissemination and Follow-Up

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

7. External Experts

This evaluation will require the assistance of a multi-disciplinary team with appropriate experience and expertise in at least the following fields: community assistance to Balkan countries, the Stabilisation and Association Process and CARDS; aid delivery models including agency operations, and knowledge of the delivery of EU aid including the deconcentration process; budget management, financial systems, anti-fraud procedures and audit; monitoring and evaluation systems; human resource management. Experts should also possess an appropriate training and documented experience in the management of evaluations, as well as evaluation methods in field situations. The team should comprise consultants familiar with the main region to be covered, with at least one key team member having a substantial experience in the Western Balkans.

The Evaluation Unit recommends also that consultants from beneficiary countries be employed (particularly, but not only, during field visits).

8. Timing and Budget

8.1 Calendar

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

<i>Evaluation's Phases and Stages</i>	<i>Notes and Reports</i>	<i>Dates</i>	<i>Meetings</i>	<i>Dates</i>
Launch	Launch Note	25 September	Launch Meeting (Evaluation Unit + external experts)	Early October (Agreement of launch note) EAR Board Meeting 3 October
	Inception Note	End-October	Meeting with Evaluation Unit	Early November
Structuring Stage				
Parts A and B	Draft Report on parts A and B	Mid-December	Meeting with Evaluation Unit	Early January 2004
	Final Report on parts A and B	End-January 2004		
Part C				
	Draft Report on Part C	Early-February 2004	Meeting with Evaluation Unit	mid-February 2004
	Final Report on Part C	Early-March		
Final Report-Writing Phase	Draft Final Report (all parts)	early-April	Meeting with Evaluation Unit	End-April
	Final Report	<i>early-May</i>		

9. Cost of the Evaluation and Payment Modalities

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

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

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

Annex 1: Key initial documentation for the evaluation

Consultants should be familiar with the main background documents relating to CARDS assistance and EU relations with South East Europe which are described in Annex I to the Terms of Reference for the evaluation of CARDS (this includes all relevant CSPs, RSPs and MIPs).

An exhaustive set of documents on the Agency will be made available by the Commission services and the Agency itself, but the following should be considered as important background when preparing initial proposals:

- Legal bases for the Agency (see above)
- Quarterly and annual reports to the European Parliament and the Council on the activity of the Agency (available from the Agency's website)
- Quarterly reports from the Agency to the Commission (DGs RELEX and EUROPEAID)
- Special reports 2000-2001 from the Court of Auditors
- EAR financial reports to the Court of Auditors (Article 8 of the Agency Regulation)
- Reports from the European Parliament: Staes and Blak reports on discharges 2000 and 2001 from the Parliament to the Director of the Agency, Stenzel report on the 2000 Annual Report of the Agency
- Commission decisions on financing proposals for the Agency's administrative expenditure and annual assistance programmes to Serbia, Montenegro, Kosovo and FYROM (EuropeAid Co-operation Office)
- Evaluation reports on programmes and projects managed by the Agency (available from the EAR Evaluation Unit)
- Documentation from the EAR website: www.ear.eu.int

Annex 2: Outline Structure for the Report

Outline Structure of the Final Report

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

1. Executive Summary

Length: 5 pages maximum

This executive summary must produce the following information:

- 1.1 Purpose of the evaluation;
- 1.2 Background to the evaluation;
- 1.3 Methodology;
- 1.4 Analysis and main findings: short overall assessment;
- 1.5 Main conclusions;
- 1.6 Main recommendations.

2. Part A: Summary of the activities of the Agency (suggested length 10 pages maximum)

3. Part B: Legal obligations and functioning according to the Agency Regulation (suggested length 5 pages maximum)

4. Part C: Assessment of the Agency's contribution to the achievement of the objectives of CARDS

Suggested length: 20 to 30 pages

Introduction – methodological approach taken to addressing the main issues

- 4.1. Answers to each Evaluative Question, indicating findings and conclusions for each;**
- 4.2. Overall assessment of the Agency's contribution in delivering EC assistance, and recommendations as to its future role**

5. A Full Set of Conclusions and Recommendations

Suggested length: 5-10 pages

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

ANNEX B: LIST OF PEOPLE MET

1. LIST OF PEOPLE MET IN HEADQUARTERS

BARBASO, Fabrizio	Acting Director-General, DG Enlargement (Former Director of DG RELEX Directorate D – Western Balkans)
CARPENTER, Douglas	Chairman of the Steering Group, EuropeAid Evaluation Unit
DE PERIER, Etienne	DG RELEX/D3, Political Desk Officer for the former Yugoslav Republic of Macedonia
ECONOMIDES, Miltiades	DG RELEX/D2, Desk Officer for Kosovo
GOMIRATO, Matteo	DG RELEX/D3, Desk Officer for the former Yugoslav Republic of Macedonia
HOPSTER, Rutger	EuropeAid A1: Administrator (De-concentration matters)
KNUDSEN, Per-Brix	Director, EuropeAid Directorate A: Europe, Caucasus & Central Asia
MEUNIER, Christian	DG BUDGET, Directorate A4: External actions
MINGARELLI, Hugues	Director for TACIS, DG RELEX/E (Former Director of EAR)
PACK, Doris	Chairman, European Parliament (EP) Delegation for Relations with South-East Europe
PAMPALONI, Paola	Deputy Head of Unit DG RELEX/D2 and Former Political Desk Officer for FYR of Macedonia
PRIEBE, Reinhard	Director, DG RELEX Directorate D – Western Balkans Chair of the CARDS Committee and EAR Governing Board
SAN JOSÉ FERNÁNDEZ, Yolanda	EuropeAid A1: Task Manager for Serbia and Montenegro
SCHLEUNING, Stefan	EuropeAid A1: Administrator for Kosovo & the former Yugoslav Republic of Macedonia
RUIZ CALAVERA, Genoveva	Deputy Head of Unit, DG RELEX/D2 and Desk Officer for FRY
VANDERMOSTEN, René	Head of Unit, DG BUDGET Directorate A4: External actions

2. LIST OF PEOPLE MET DURING FIELD VISITS

Thessaloniki (Greece)

EAR - HQs	ALMQVIST, Lennart	Head of the Evaluation Unit
	ATKINS, Benjamin	Information Officer, Information and Communication
	BOON, Danielle	Assistant Personnel, Administration
	CATALÁ I MORELL, Xavier	Budget Officer, Finance Division
	DOYLE, Michael	Head of Programming and Quality Assurance Division
	HORNO COMET, María	Assistant to the Director
	KARAKITSOU, Eleni	Assistant Personnel, Administration
	MANOLOPOULOS, Constantinos	Head of Administration and Acting Secretary General
	PARASKEVAIDIS, Georgios	Head of Finance Division
	PHILLIPS, John	Head of the Information and Communication
	TRIBIER, Jacques	Internal Controller
	ZINK, Richard	Director of EAR

Belgrade (Serbia)

EAR	CONTE, Stefano	Programme Monitor
	MOLINEUS, Hasso	Manager, Programming and Quality Assurance Unit

	The team met 25 Programme and Task Managers in group meetings dealing with the following sectors: Institution Building, Energy, Environment and Agriculture, Support to Refugees and IDPs, Health, Infrastructure.	
Government Authorities	LAZAREVIC, Gordana	Assistant Minister, Ministry of International Economic Relations
	SIJAN-MITROVIC, Marija	Head of Development & Aid Coordination Unit, Ministry of International Economic Relations
	SKARI, Lars-André	Advisor, Ministry of International Economic Relations
Non-EU Donors	FOERDERER, William	Director, Economic Policy and Finance, USAID

Skopje (the former Yugoslav Republic of Macedonia)

EAR	CULL, Chris	Acting Head of Finance and Procurement
	GIUGLARIS, Daniel	Head of Centre
	LIVA, Francesco	Monitoring Officer, Operations Unit
	TURNER, Paul	Programming and External Coordinator, Operations Unit
	The team met 8 Programme and Task Managers in group meetings dealing with the following sectors: Civil Society and Social Cohesion (including VET), Local Self-Government and Municipal Infrastructures, Justice and Home Affairs.	
Government Authorities	ARSOVA, Tatjana	Head of European Integration Department, Ministry of Finance
	CELEVSKI, Dragi	State Advisor, Ministry of Justice
	DZELADINI, Neriman	Head of European Integration Department, Ministry of Economy Head of European Integration Department, Ministry of Economy
	DZERKOVSKA, Nadica	Head of European Integration Unit, Ministry of Agriculture Forestry and Water Economy
	GESTAKOVSKI, Aleksandar	Minister of Local Self-Government
	KAMCEV, Zarko	Head of Department, Ministry of Justice
	KOZUHAROVA, Gordana	Head of European Integration Department, Ministry of Environment and Physical Planning
	PARNARDZIEVA, Maja	Head of Financial System Department, Ministry of Finance
	PETKOVIC, Vesna	Head of Department for International Cooperation, Ministry of Labour and Social Planning
	SEKERINSKA, Radmilla	Deputy Prime Minister and National Aid Coordinator
	SERAFIMOVSKA, Eugeneja	Acting Head of Aid Coordination Unit, Sector of European Integration
	SINDILOVSKI, Sasa	Head of Department for Entrepreneurship, Ministry of Economy
	STOJANOVSKI, Trpe	Ministry of Interior
	TEFIKU, Nuriman	Mayor of Municipality of Kamenjane
	TILEV, Dragan	State Counsellor and Director of Sector European Integration
	TUSHI, Bardhyl	Chief of Cabinet, Ministry of Education and Science
	ZDRAVEVA, Biljana	Head of International Department for Integration and Investment, Ministry of Transport
EC Delegation	BOGO, Ferruccio	Second Secretary (Economic and Trade Issues)
	CHIARINI, Donato	Head of Delegation
	MARAGOS, Vassilis	Counsellor (Political and Economic Issues)
EU SR Office	BROUHNS, Alexis	Special Representative
	JESSEN-PETERSEN, Soren	Special Representative of the EU in Skopje
EU Member	ANTONINI, Maurizio	Embassy of the Republic of Italy
	COBANOV, Branko	Embassy of France, Centre Culturel Français

States	OESTERLEN, Berndt	Deputy Head of Mission, Embassy of Germany
	SCIORTINO, Aloisio	Programme Coordinator, Italian Cooperation, Embassy of the Republic of Italy
	STAMENKOVSKA, Vesna	Head of development Section, Embassy of the United Kingdom
Non-EU Donors	BLOEMENKAMP, Sandra	Country Manager, World Bank
	EDDY, Michael	Director, Democracy & Local Governance Office, USAID
	HARGITAI, Zsuzsanna	Head of Office/Principal Banker, EBRD Resident Office
	SALJA, Afrodita	Project Management Specialist on Local Government, Environment and Health, USAID

Podgorica (Montenegro)

EAR	SANDRIN, Luigi	Head of Centre
	The team met 4 Programme and Task Managers in group meetings dealing with the following sectors: Justice and Home Affairs, Public Administration, Infrastructures, Education Reform and Civil Society, Municipal Development, Energy, Economic Development (Agriculture and Enterprises Development).	
Subprogram meeting – Local and Municipal Development	BOJADZIC, Coric	Deputy Mayor of Bijelo Polje
	BULATOVIC, Mileta	Mayor of Kolasin
	CORIC, Milisav	Mayor of Mojkovac
	KASUMOVIC, Rizo	International Cooperation Liason in Bijelo Polje Municipality Office
	MILIC, Branko	Advisor to the Mayor of Podgorica
	MUGOSA, Miomir	Mayor of Podgorica
Contractors Meeting	BOUVIER, Michael	Railway of Montenegro
	DJURANOVIC, Zarko	EICC Montenegro
	DJUROVIC, Milorad	BAS Program
	DUJIC, Slobodan	Public Administration
	GILL, Simon	EICC Montenegro (WM Enterprise)
	KALUDJEROVIC, Jadranka	MONET – ISSP
	OSTROVSKI, Adam	Solid Waste
	ULJAREVIC, Zeljko	KfW
EU Member States	WEBER, Stuart	Public Administration, Ivana Petricevicm VET
	LACOTE, Jonathan	Head of Mission in Podgorica, Embassy of France to Serbia and Montenegro

Pristina (Kosovo)

EAR	BERNARD-GUELE, Thierry	Head of Centre
	BYRNE, Michael	Programming and Quality Assurance Officer
	REES, Nicholas	Head of Finance and Procurement Unit
	The team met 14 Programme and Task Managers in group meetings dealing with the following sectors: Public Administration, Justice and Home Affairs, Local Government and Public Finance, Returns and Minority Issues, Health, Good Governance and Civil Society, Economic Development.	
Government Authorities	DEMAJ, Isuf	Permanent Secretary, Kosovo Assembly
	GLLAREVA, Fitim	Chief Assistant, Prime Minister Office
	MULLA, Shemsedin	Advisor to Permanent Secretary, Kosovo Assembly
	NEZERI, Isa	Director of Administration, Kosovo Assembly
	QUPEVA, Ramë	Head of Road Infrastructure Department, Ministry of Transport and Communications

UNMIK/Pillar IV	SEFAJ, Sefedin	Permanent Secretary, Ministry of Finance and Economy
	SLLAMNIKU, Islam	Acting Permanent Secretary, Prime Minister Office
	SILFVERSTOLPE, Caroline	Political Affairs Officer, United Nations Mission in Kosovo
	SORENSEN, Peter	Deputy DSRSG, United Nations Mission in Kosovo
	WITTKOWSKY, Andreas	Head of Political and Legal Office
Contractors Meeting	BARUTI, Agon	Deputy Director, KOMTEL
	CHAPMAN, Emma	Team Leader, Consultant, Agriculture Statistics and Policy Advisory Unit
	GASHI, Vegim	Director, Consultant, KOMTEL
	GAYLE, Annmarie	Team Leader, Consultant, Support for Prime Minister's Office
	MADSEN, Per	Consultant, Housing Loan Programme and SME Credit Line
	PACKER, Alan	Consultant, Support to Kosovo Association of Municipalities
Non-EU Donors	BOUBACAR, Sidi	Resident Representative, World bank
	CARRONDO, Sofia	Deputy Director, UNDP
	HUSSEIN, Shehada	Head of Mission, IMF
	PIPER, Robert	Director, UNDP
EU Member States	BALT, Marije	Representative, Netherlands Office
	BOGUJEVCI, Valbona	Representative, DFID
	BRANDS, Carel	Deputy Head, Netherlands Office
	DULI, Florina	Representative, DFID
	KANADIS, George	Representative, Greek Office
	LAMANEN, Markku	Representative, Finnish Office
	PERALTA, Rafael	Representative, European Office
	SOLIER, Gerard	Representative, French Office
Beneficiaries	AGUSHI, Shpresa	Kosovo Civil Society Foundation
	ARNI, Susana	Kosovo Civil Society Foundation
	BAJRAKATARI, Nevrite	Kosovo Civil Society Foundation
	KOMONI, Lumnie	Kosovo Civil Society Foundation
	MORIA, Ylber	Kosovo Civil Society Foundation
KFOR	KRIEGER, Sacha	Major, Headquarters Kosovo Force
	THIEN, Peter	Colonel, Chief Engineer, Headquarters Kosovo Force

3. LIST OF PERSONS MET IN THE OCCASION OF THE GOVERNING BOARD MEETING (22 & 23 January 2004)

EU Member States	DAVIES, Craig	Head of Office, DFID Kosovo
	HALL, Lorna	UK Government representative
	MANSSON, Charlotta	Desk officer, Swedish MFA, National CARDS-representative
	MONÖ, Ralph	Programme Manager, 1st secretary, Section for the Section of Development Cooperation, Swedish Embassy, Belgrade
	OLOFSSON, Britta	Senior Adviser, Governance, National Contact Point CARDS Twinning, Division for South East Europe, SIDA
	STEINER, Christian	Head of Unit, Federal Ministry of Foreign Affairs, Austria
	ZILLER, Dominik	Director, Deputy Head of Division Europe (bilateral and multilateral assistance), Federal German Ministry for Economic Co-operation and Development

4. LIST OF PERSONS MET IN THE OCCASION OF THE CARDS COMMITTEE (20 February 2004)

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

ANNEX C: BIBLIOGRAPHY

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2. EAR Regulation 2667/2000, 05/12/2000.
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20. Zagreb Summit 24 November 2000.
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▪ *Staff*

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32. Conditions of employment of other servants of the European Communities.
33. EAR Recruitment Guidelines.
34. Performance assessment templates.
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36. Decision of the Director of the EAR concerning the recruitment procedures of the Agency (undated).

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37. Organigrammes (2000-2002).
38. EAR Staffing Table (2003).
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41. Practical Verification Methods for EC Delegations.
42. Note to the Governing Board: New Agency Organigramme and 1st revision of the staff table for 2003, Thessaloniki, 8 February 2003.
 - *Budget and financial management.*
43. EAR Budget for 2000-2003.
44. Timetable with deadlines and legal obligations of EAR regarding budget preparation.
45. Allocation of funds of EAR (1997-2003) – Excel document for electronic version of EAR website.
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III. CARDS STRATEGY AND PROGRAMMES

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■ *FRY*

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■ *Kosovo*

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ANNEX D : IMPLEMENTATION STATUS OF THE ASSISTANCE MANAGED BY THE AGENCY

Source of data: "Status of assistance on 22/12/2003", EAR.

TABLE D-1. TOTAL EC FUNDS COMMITTED, CONTRACTED AND PAID BY EAR OPERATIONAL CENTRES (IN €)

	Committed (in €)	Contracted (in €)	Paid (in €)	Contracted / Committed	Paid / Committed
Serbia	778.261.000	686.779.000	498.897.000	88%	64%
fYR of Macedonia	210.176.000	146.670.000	103.822.000	70%	49%
Kosovo	904.061.000	849.662.000	750.323.000	94%	83%
Montenegro	71.244.000	67.479.000	55.648.000	95%	78%
Agency-wide	1.963.742.000	1.750.590.000	1.408.689.000	89%	72%

FIGURE D-1. TOTAL EC FUNDS COMMITTED, CONTRACTED AND PAID BY EAR OPERATIONAL CENTRES (IN €)

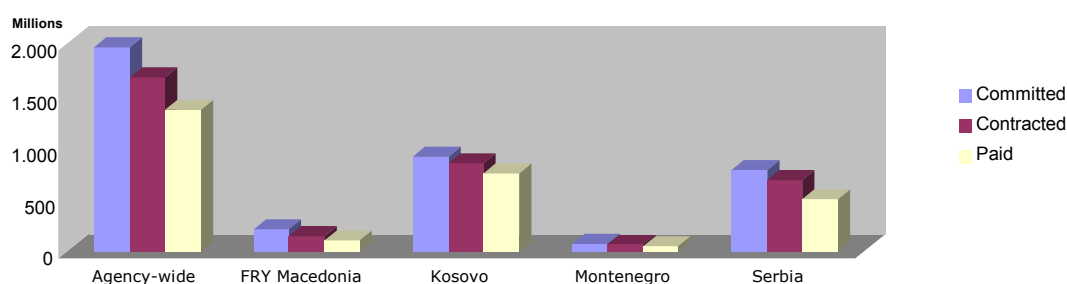


FIGURE D-2. BREAKDOWN OF FUNDS MANAGED BY EAR BY OPERATIONAL CENTRE (%)

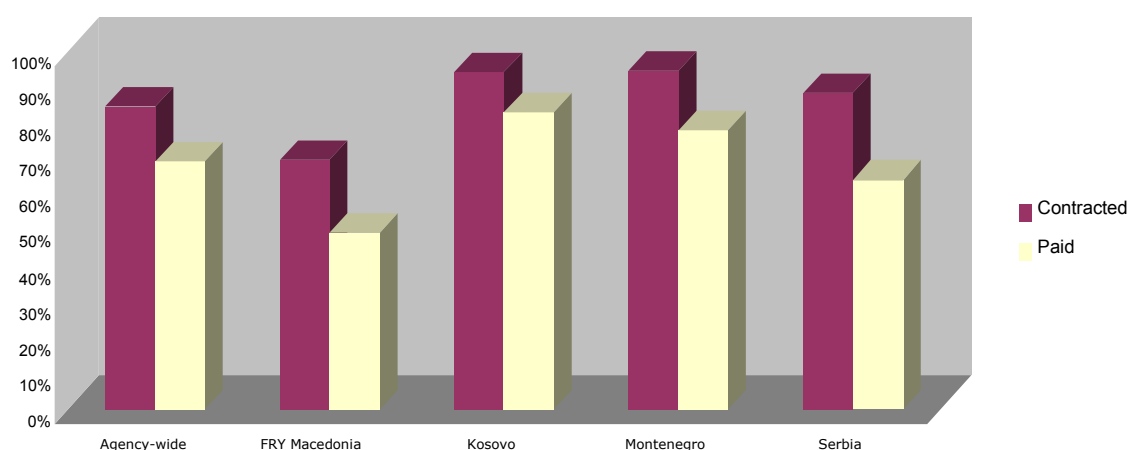


TABLE D-2. TOTAL EC FUNDS COMMITTED, CONTRACTED AND PAID BY EAR FOR EACH FUNDING YEAR

Year	Committed (in €)	Contracted (in €)	Paid (in €)	Contracted / Committed	Paid / Committed
1997	19.321.000	18.843.000	16.913.000	98%	88%
1998	37.216.000	37.182.000	36.692.000	100%	99%
1999	152.218.000	149.398.000	138.372.000	98%	91%
2000	652.248.000	638.638.000	621.888.000	98%	95%
2001	416.564.000	398.812.000	340.165.000	96%	82%
2002	374.575.000	318.951.000	191.231.000	85%	51%
2003	311.500.000	102.993.000	17.974.000	33%	6%
1997-2003	1.963.642.000	1.664.817.000	1.363.235.000	85%	69%

FIGURE D-3. TOTAL EC FUNDS COMMITTED, CONTRACTED AND PAID OF EAR FOR EACH FUNDING YEAR (IN €)

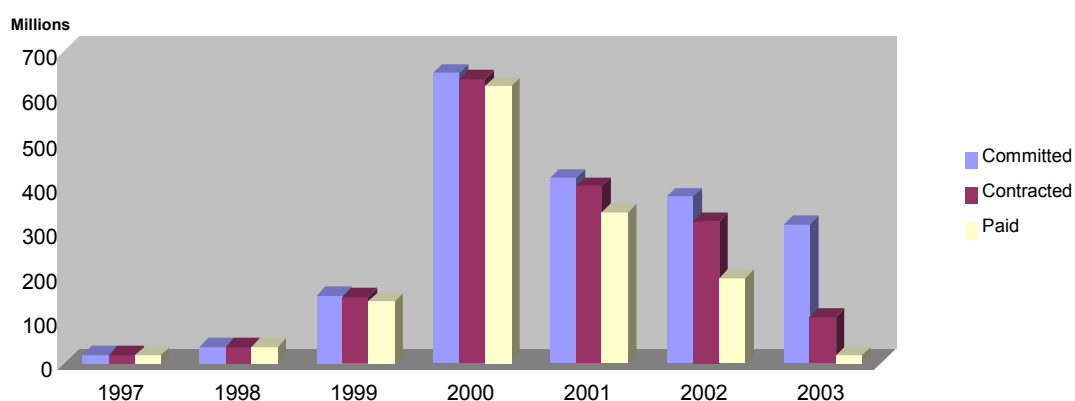


FIGURE D-4. BREAKDOWN OF FUNDS MANAGED BY EAR BY YEAR (%)

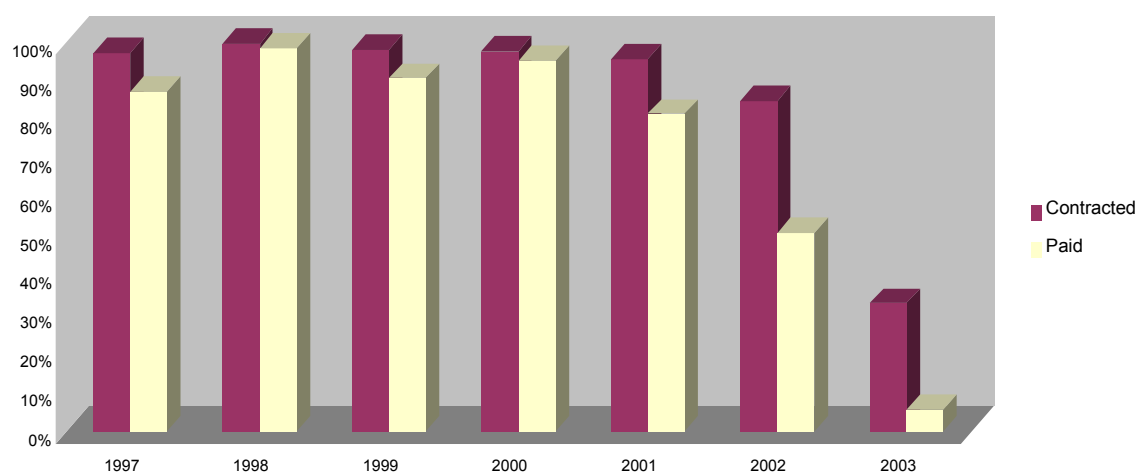


TABLE D-3. COMMITTED, CONTRACTED AND PAID FUNDS BY YEAR IN EAR OPERATIONAL CENTRE IN BELGRADE

Year	Committed (in €)	Contracted (in €)	Paid (in €)	Contracted / Committed	Paid / Committed
1997	0	0	0	0%	0%
1998	3.608.000	3.608.000	3.608.000	100%	100%
1999	6.827.000	6.827.000	6.637.000	100%	97%
2000	183.293.000	181.984.000	181.984.000	99%	99%
2001	193.825.000	193.772.000	183.246.000	100%	95%
2002	170.708.000	153.634.000	100.844.000	90%	59%
2003	220.000.000	146.953.000	22.387.000	67%	10%
1997-2003	778.261.000	686.778.000	498.706.000	88%	64%

FIGURE D-5. COMMITTED, CONTRACTED AND PAID FUNDS BY YEAR IN EAR OPERATIONAL CENTRE IN BELGRADE (IN €)

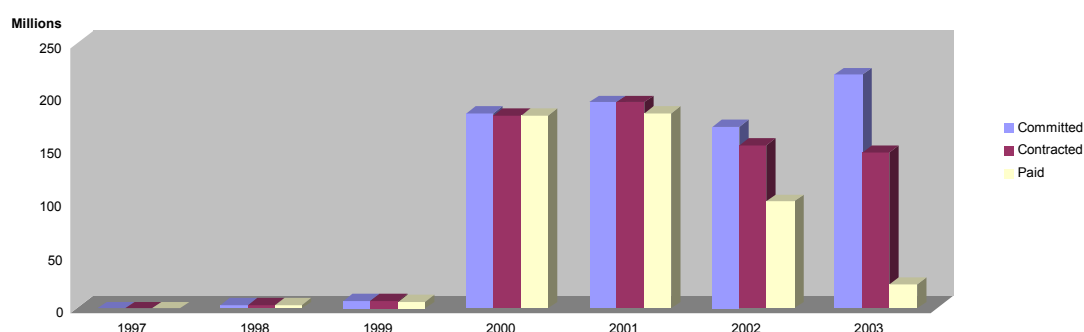


FIGURE D-6. BREAKDOWN OF FUNDS MANAGED BY EAR BY YEAR IN THE OPERATIONAL CENTRE OF BELGRADE (%)

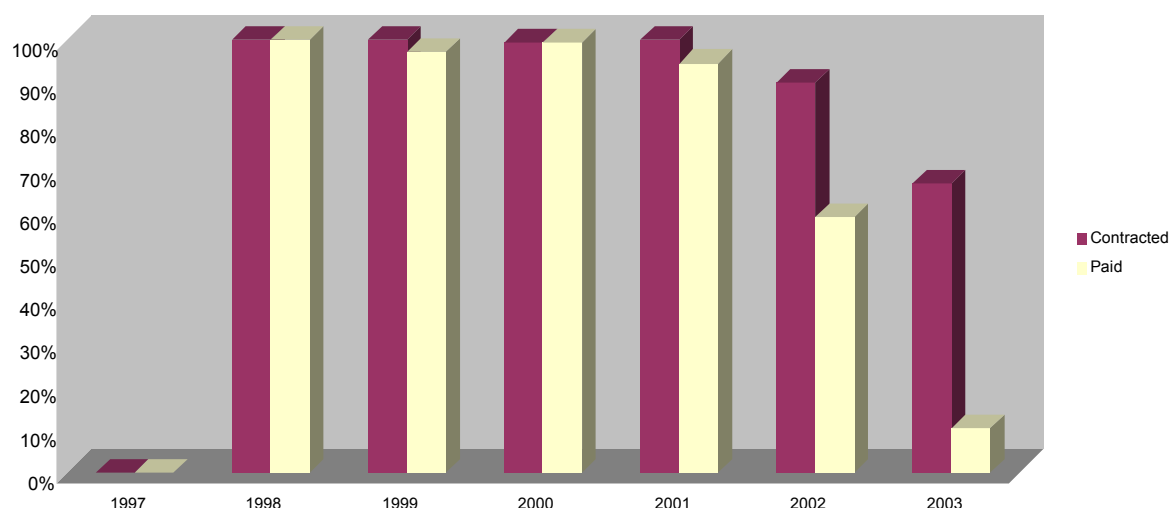


TABLE D-4. COMMITTED, CONTRACTED AND PAID FUNDS BY YEAR IN EAR OPERATIONAL CENTRE IN PODGORICA

Year	Committed (in €)	Contracted (in €)	Paid (in €)	Contracted / Committed	Paid / Committed
1997	0	0	0	0%	0%
1998	3.928.000	3.928.000	3.928.000	100%	100%
1999	8.049.000	7.925.000	7.394.000	98%	92%
2000	19.000.000	18.966.000	18.562.000	100%	98%
2001	16.300.000	16.253.000	13.958.000	100%	86%
2002	11.967.000	11.658.000	8.681.000	97%	73%
2003	12.000.000	8.749.000	3.124.000	73%	26%
1997-2003	71.244.000	67.479.000	55.647.000	95%	78%

FIGURE D-7. COMMITTED, CONTRACTED AND PAID FUNDS BY YEAR IN EAR OPERATIONAL CENTRE IN PODGORICA (IN €)

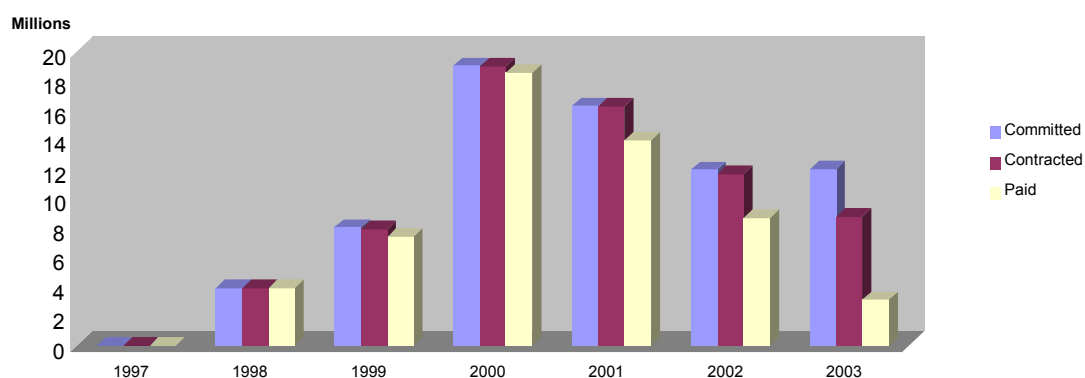


FIGURE D-8. BREAKDOWN OF FUNDS MANAGED BY EAR BY YEAR IN THE OPERATIONAL CENTRE OF PODGORICA (%)

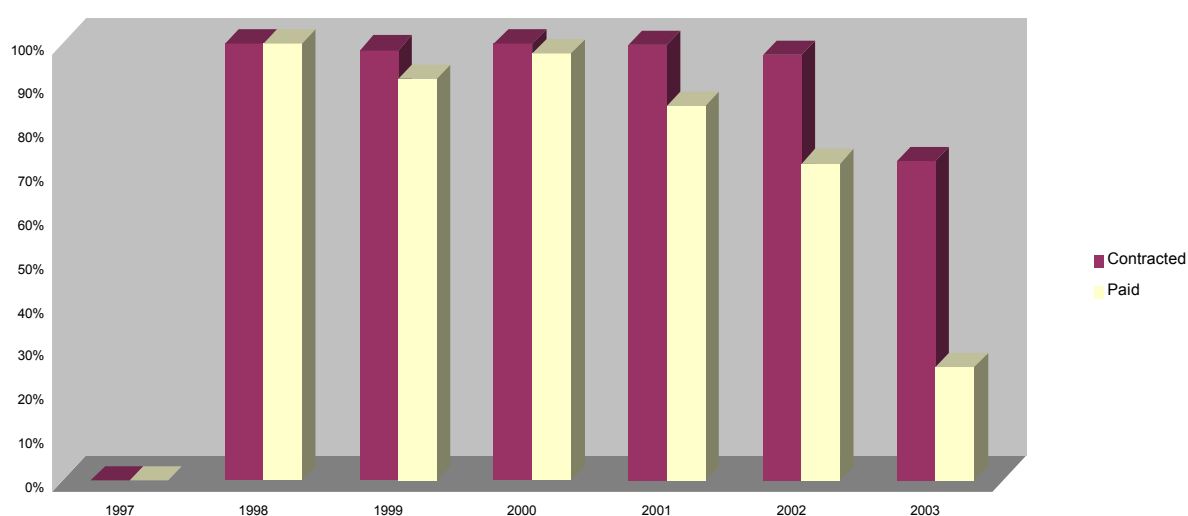


TABLE D-5. COMMITTED, CONTRACTED AND PAID FUNDS BY YEAR IN EAR OPERATIONAL CENTRE IN PRISTINA

Year	Committed (in €)	Contracted (in €)	Paid (in €)	Contracted / Committed	Paid / Committed
1997	0	0	0	0%	0%
1998	6.799.000	6.799.000	6.799.000	100%	100%
1999	115.542.000	113.843.000	113.071.000	99%	98%
2000	432.756.000	429.744.000	417.075.000	99%	96%
2001	144.564.000	136.001.000	115.387.000	94%	80%
2002	158.400.000	140.830.000	93.499.000	89%	59%
2003	46.000.000	22.445.000	4.492.000	49%	10%
1997-2003	904.061.000	849.662.000	750.323.000	94%	83%

FIGURE D-9. COMMITTED, CONTRACTED AND PAID FUNDS BY YEAR IN EAR OPERATIONAL CENTRE IN PRISTINA (IN €)

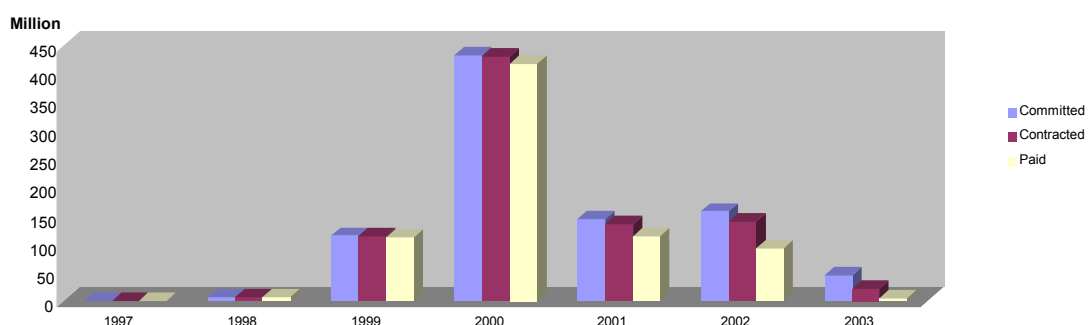


FIGURE D-10. BREAKDOWN OF FUNDS MANAGED BY EAR BY YEAR IN THE OPERATIONAL CENTRE OF PRISTINA (%)

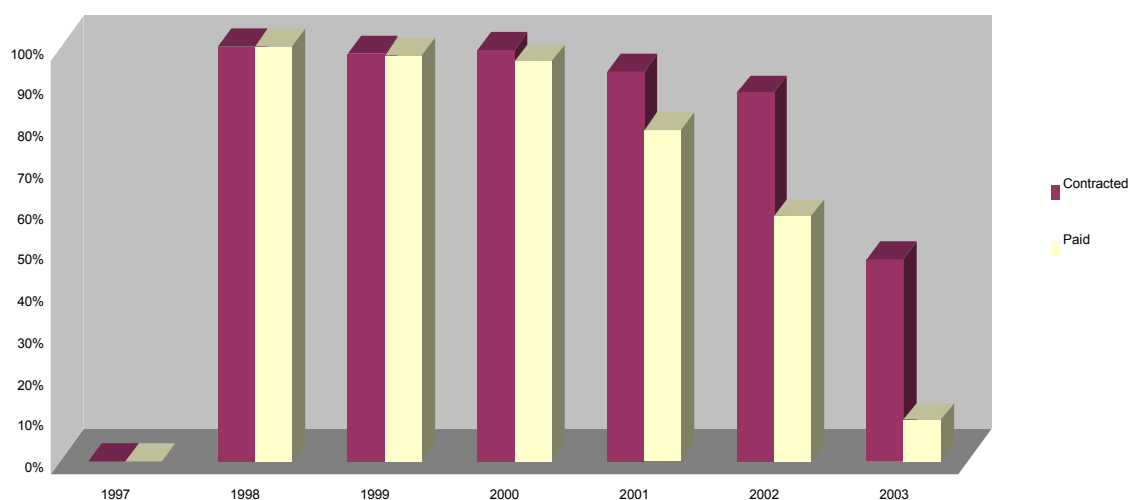


TABLE D-6. COMMITTED, CONTRACTED AND PAID FUNDS BY YEAR IN EAR OPERATIONAL CENTRE IN SKOPJE

Year	Committed (in €)	Contracted (in €)	Paid (in €)	Contracted / Committed	Paid / Committed
1997	19.321.000	19.118.000	17.114.000	99%	89%
1998	22.899.000	22.841.000	22.373.000	100%	98%
1999	21.800.000	21.281.000	13.467.000	98%	62%
2000	20.203.000	13.891.000	9.550.000	69%	47%
2001	58.953.000	48.328.000	34.316.000	82%	58%
2002	33.500.000	20.858.000	6.805.000	62%	20%
2003	33.500.000	352.000	197.000	1%	1%
1997-2003	210.176.000	146.669.000	103.822.000	70%	49%

FIGURE D-11. COMMITTED, CONTRACTED AND PAID FUNDS BY YEAR IN EAR OPERATIONAL CENTRE IN SKOPJE (IN €)

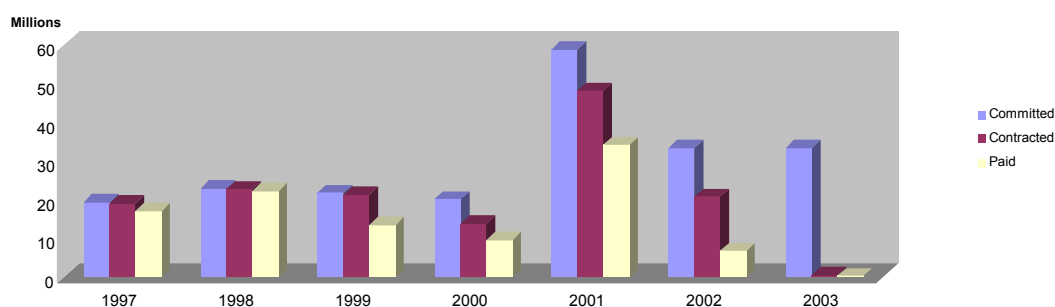


FIGURE D-12. BREAKDOWN OF FUNDS MANAGED BY EAR BY YEAR IN THE OPERATIONAL CENTRE OF SKOPJE (%)

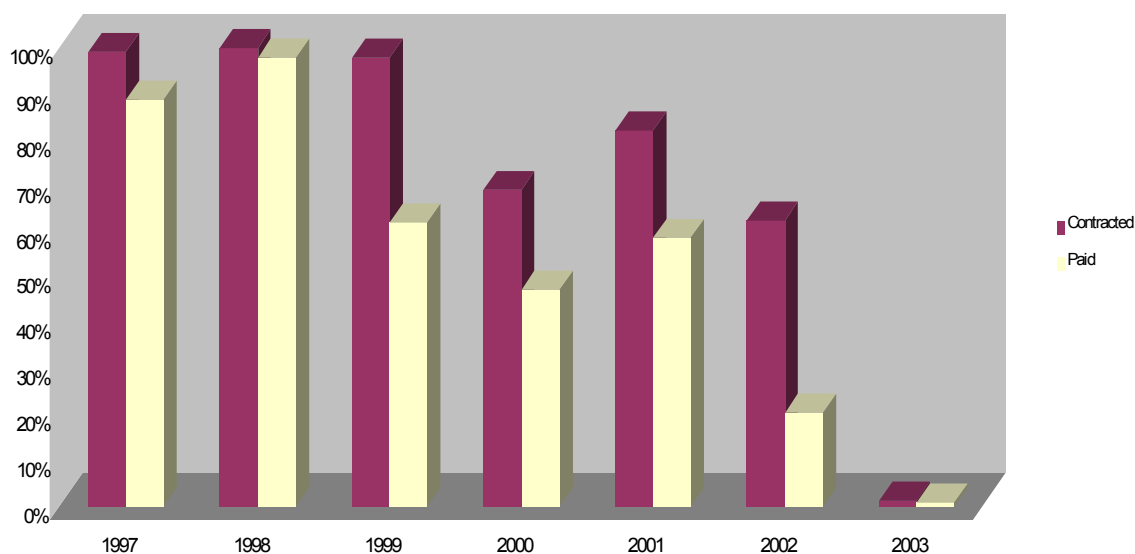
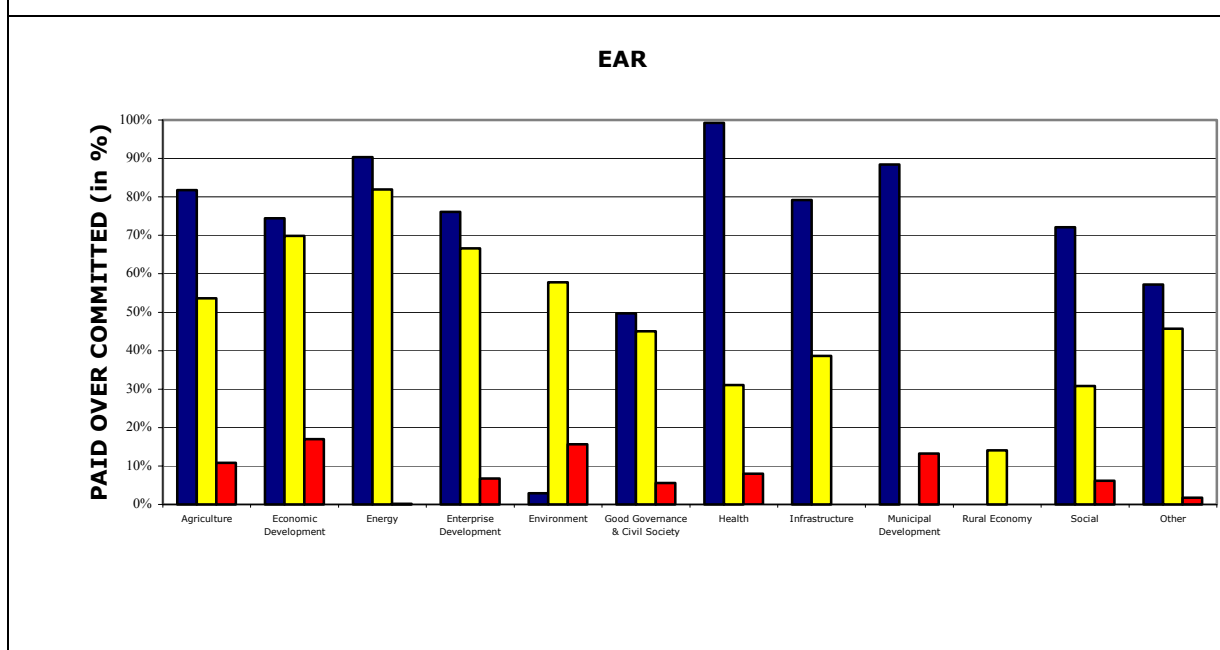


TABLE D-7. RATE OF DISBURSEMENTS BY YEAR AND SECTOR

Sectors	2001 Paid over Committed (in €)	2002 Paid over Committed (in €)	2003 Paid over Committed (in €)
Agriculture	81.79%	53.62%	10.80%
Economic Development	74.47%	69.84%	17.00%
Energy	90.36%	81.96%	0.16%
Enterprise Development	76.09%	66.65%	6.78%
Environment	2.89%	57.77%	15.69%
Good Governance & Civil Society	49.70%	45.05%	5.58%
Health	99.27%	31.06%	7.97%
Infrastructure	79.18%	38.66%	0.00%
Municipal Development	88.44%		13.27%
Rural Economy		14.11%	0.00%
Social	72.10%	30.82%	6.16%
Other	57.20%	45.69%	1.72%

FIGURE D-13. RATE OF DISBURSEMENTS BY YEAR AND SECTOR



ANNEX E: AGENDAS FOR THE FIELD VISITS

BELGRADE

Visit by Constantin Temcheff and Bjarne Madsen
18 - 20 February 2004

combined meetings for both the CARDS and EAR evaluation missions

Wednesday 18 February

8:30 - 12:00	Meetings with EAR programme and task managers (approx. 30-45 minutes each)	8:30 – 9:00 Agriculture/Environment 9:00 – 9.30 Support to refugees and IDPs 9:30 – 9:45 <i>break</i> 9:45 – 10.30 Energy 10:30 – 11:15 Transport/IBM 11:15 – 12:00 Media/Civil Society/EU Integration (<i>mtg room 4.02</i>)
12:00 - 14:00	Available for further meetings	
14:00 - 17:00	Meetings with EAR programme and task managers (approx. 30-45 minutes each except PAR/JHA (90 min.))	14:00 – 14:45 Enterprises (SMEs, Privatisation) 14:45 – 15:30 Health 15:30 – 17:00 Public Administration Reform/JHA (<i>mtg room 4.02</i>)
17:00 - 18:00	Available for further meetings	

Thursday 19 February

09:00 - 14:00	Available for further meetings	
14:00 - 17:00	Sub-programme meeting Justice and Home Affairs	(<i>mtg room 2.18</i>)
17:00 - 18:00	Available for further meetings	

Friday 20 February

8:00 - 8:45	Meeting with EAR programme and task managers (approx. 30-45 minutes)	Local Government and Regional Development (<i>mtg room 4.02</i>)
9:00 - 9:45	<i>15 minute break</i>	
9:45 - 10:00	Available for further meetings	
10:00 - 12:00	Contractors meeting	All the main contractors (<i>mtg room 2.18</i>)
12:00 - 14:00	Available for further meetings	

	meetings	
14:00 - 17:00	Sub-programme meeting Energy and Infrastructure	<i>(mtg room 2.18)</i>
17:00 - 18:00	Available for further meetings	

Thursday 26 February

	Wrap-up meeting at EAR Belgrade *	
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PODGORICA

Visit by Bjarne Madsen 23 - 25 February 2004

Monday 23 February:

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

Tuesday 24 February:

8:30 - 12:00	Meetings with EAR Programme, Task Managers and Information Officer (approx. 30 minutes each)	<ul style="list-style-type: none"> • JHA/Public Administration reform, RDD • Education reform / Civil society and media, RDD • Municipal development, RDD/NB • Infrastructure/ Transport/Environment, NB/ ZL • Energy, NB/DM • Economic development/ Enterprises Development, DM
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		<ul style="list-style-type: none"> Economic development/ Agriculture and rural development, VS Visibility, DM <i>(mtg. room)</i>
12:00 - 13:00	<i>Lunch/Break</i>	
13:00 - 17:00	Available for further meetings	
17:00 - 18:00	Meeting with MS representatives	<i>Mr. Sotirios Athanssiou (Greek Consul), Ms. Valentina Setta (Italian General Consul), Mr. Patrick Heinz (Principal Officer), Mr. Jonathan Lacote (Councillor), Mr. Branko Rakovec (Slovenian General Consul)</i> <i>(mtg room)</i>

Wednesday 25 February:

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

Visit by Constantin Temcheff and Stefano Ciarli
23 - 25 February 2004

Monday 23 February:

9:00 – 10:00	Daniel Guiugliaris (Head of Centre) and Paul Turner (Programming)	<i>EAR 2nd floor Meeting Room</i>
10:00 - 11:00	EC Delegation	<i>EC Delegation Office</i>
11:15 – 12:15	EU Special Representative	<i>EU SR Office</i>
12:15 – 13:30	<i>Lunch</i>	
13:45 - 14:45	Sector for European Integration (Dragan Tilev, Evgenija Serafimovska)	<i>SEI Office</i>
15:00 – 16:00	Chris Cull, Acting Head of Procurement	<i>EAR 4th floor, CC's Office</i>
16:00 – 17:00	Heidi Modro, Information & Communications	<i>EAR 1st floor Meeting Room</i>
17:15 – 18:00	Francesco Liva, Monitoring	<i>EAR 2nd floor Meeting Room</i>

Tuesday 24 February:

8:30 – 10:30	Ministries + Sector for European Integration + Beneficiaries	<i>EAR Ground floor Meeting Room</i>
10:45 - 12:30	EU Member States	<i>EAR 2nd floor Meeting Room</i>
12:30 – 14:00	<i>Lunch</i>	
14:00 – 16:00	Paul Turner, Programming + all Project Managers/Task Managers/Assistants	<i>EAR 2nd floor Meeting Room</i>
16:00 - 17:00	EBRD	<i>EBRD Office</i>
17:00 – 18:00	Jutta Bulling; Civil Society & Cohesion + Paivi Nikander, Local Self Government	<i>EAR 1st floor Meeting Room</i>
18:00 – 18:30	Paul Turner, Programming	<i>EAR 2nd floor Meeting Room</i>

Wednesday 25 February:

8:30 – 9:00	Mr. Alexander Gestakovski, Minister of Local Self Government	<i>Ministry of LSG</i>
9:00 – 10:00	World Bank	<i>WB Office</i>
10:15 – 11:45	USAID	<i>USAID Office</i>
12:00 – 13:00	Paul Turner + Gerasimos Fournalos, Justice and Home Affairs	<i>EAR 1st floor Meeting Room</i>

13:15 - 14:20	<i>Lunch</i>	
14:20 – 15:10	Georgios Karazoglou + Michalis Christidis, Administration	<i>EAR 2nd floor Meeting Room</i>
15:15 – 15:45	Mr. Trpe Stojanovski, Ministry of Interior	<i>EAR 2nd floor Meeting Room</i>
15:45 – 16:30	Francesco Liva, Monitoring	<i>EAR 2nd floor Meeting Room</i>
16:30 – 17:00	Wrap-up Meeting with Daniel Giuglaris, Head of Centre	<i>EAR 2nd floor Meeting Room</i>

PRISTINA
Visit by Bjarne Madsen
1- 3 March 2004

Monday 1 March

09:00 - 10:00	Kick off Meeting	Mr Thierry Bernard-Guele (Head of Centre) Mr Michael Byrne (Programming and Quality Assurance Officer)
10:15 - 11:00	Kosovo Assembly Permanent Secretary Isuf Demaj	Mr Thomas Dedeurwaerdere Mr Ertan Munoglu <i>Ertan to organise (confirmed)</i> Venue: Kosovo Assembly
11:15 - 12:00	Prime Minister Office Mr Islam Sllamniku, Permanent Secretary Mr Fitim Gllareva Chief Assistant tentatively extended	Mr Thomas Dedeurwaerdere Mr Ertan Munoglu <i>Ertan to organise (confirmed)</i> PS Office
13:00 - 14:00	Lunch/Break	
14:15 - 15:00	UNDP, Rober Piper Director Sofia Carrondo Deputy Director	Mr Thomas Dedeurwaerdere <i>Fillo to organise (confirmed)</i> Venue: UNDP
15:15 - 16:00	World Bank, Mr Sidi Boubacar , Resident Representative	Mr Michael Byrne <i>Fillo to organise (confirmed)</i> Venue World Bank
17:30 - 18:30	KCSF, Ms Susana Arni , Ms Lumnie Komoni, Ms Shpresa Agushi Mr Ylber Moria Ms Nevrite Bajrakatari	Mr Thilo Moeller <i>Mr. Gazmend Selimi (Good Governance and civil Society Programme Manager)</i> <i>Gazmend to organise (confirmed)</i> Venue : KCSF/ or EAR

Tuesday 02 March:

09:00 - 09:45	EU Pillar Andreas Wittkowsky Head of Political and Legal Office	Mr Artan Xerxa (Economic Development Assistant) <i>Artan to organise(confirmed)</i> Venue: EU Pillar
10:00 - 11:00	EAR Thierry Bernard Guele Available for further meetings	
12:00 - 13:30	<i>Lunch/ Break</i>	M. Reinicke and T Bernard Guele Home restaurant

14 :00 - 14 :45	IMF . Mr Shehada Hussein Head of Mission	Mr Michael Byrne <i>Fillo to organise (confirmed)</i> Venue: IMF
15:00 - 15:45	EAR Michael Byrne	
16:00 - 16:45	Ministry of Finance and Economy Mr. Sefedin Sefaj , Permanent Secretary	Mr Thilo Moeller (Good Governance and civil Society Programme Manager) Mr Ertan Munoglu <i>Ertan to organise (Confirmed)</i> Venue: MFE
17:00 - 17:30	Social Sector	Ms Mary Walsh /Social Sector Programme Manager (confirmed)

Wednesday 03 March:

09:00 - 09:45	EAR Available for further meetings with Programme Managers	
10:00 - 12:00	EU MS Meeting	Mr Michael Byrne <i>Aida to organise (confirmed)</i> <i>8th floor Big Meeting Room</i>
12:00 - 12:30	Wrap up Meeting	Mr Thierry Bernard –Guele Mr Michael Byrne

ANNEX F: EVALUATION MATRIX

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
EQ 1 To what extent have the governing arrangements for the Agency added value to the work of the Agency?	EQ 1 To what extent have the governing arrangements for the Agency added value to the work of the Agency	<ul style="list-style-type: none"> ➤ The extent to which the Governing Board has contributed to the overall performance of the Agency in terms of: <ul style="list-style-type: none"> ▪ Improvement in the project cycle management ▪ Resource allocation (human and financial) ▪ Increasing accountability of the Agency's management ➤ Cost/effectiveness of the Governing Board role in endorsing the Action Programmes considering the role of the CARDS committee in the Action Programme approval process 	Qualitative assessment: <ul style="list-style-type: none"> ▪ Highly improved performance ▪ Some improvement of performance ▪ Little or no improvement of performance Qualitative assessment: <ul style="list-style-type: none"> ▪ High cost/effectiveness ▪ Some cost/effectiveness ▪ Little or no cost/effectiveness 	Interviews with: <ul style="list-style-type: none"> • Member States representatives; • Senior management of the Agency; and • RELEX and AIDCO representatives. Survey of representatives of the Member States present in the field Survey of members of the Governing Board Review the Agency Regulation and the Governing Board rules Review the minutes of the Governing Board meetings Review the minutes of the CARDS Management Committee meetings Observations of the CARDS Management Committee and Governing Board meetings

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 2</p> <p>To what extent has the existence of the Board facilitated co-ordination and complementarity between the programmes of the Agency and those of Member States?</p>	<p>EQ 2 To what extent has the existence of the Board facilitated co-ordination and complementarity between the programmes of the Agency and those of Member States?</p>	<p>➤ The extent to which the individual Member States' representatives on the Governing Board generate and feedback information on the Agency's programmes and activities to and from their national HQs, regional or in-country offices thus, insuring co-ordination and complementarity between Member States' and Agency's programmes</p>	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ Extensive feedback ▪ Some feedback ▪ Little feedback 	<p>Interviews with representatives of the Member States</p> <p>Survey of representatives of the Member States involved in bi-lateral programmes</p> <p>Survey of members of the Governing Board</p> <p>Review the minutes of the Governing Board meetings</p> <p>Review Agency's documents analysing the Member States programmes</p> <p>Review of Agency correspondence with Member States representatives in relation to coordination in programming</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 3, 8, 9 and 16</p> <p>3: To what extent have the Agency liaised and co-ordinated with EU Member States and their agencies responsible for bilateral assistance?</p> <p>8: To what extent has a clear delineation been achieved between the responsibilities of the Agency and those of other international agencies delivering assistance in the regions concerned?</p> <p>9: What overall degree of co-operation has been achieved with the other international agencies delivering assistance in the regions concerned in working towards shared objectives?</p> <p>16: How far has the Agency linked with the Commission Headquarters and delegations in preparing and conducting the activities entrusted to it?</p>	<p>EQ 3 To what extent has the Agency's work in preparing and implementing the activities trusted to it been coordinated, are complementary to and in harmony with:</p> <ul style="list-style-type: none"> ➤ the other international organizations active in the field ➤ Member States' programmes ➤ the Commission HQ and the EC Delegations ➤ IFIs 	<ul style="list-style-type: none"> ➤ Clear division of tasks and responsibility in relation to UNMIK ➤ Coordination meetings and outcomes with Member States' agencies during programming and implementation ➤ Degree of complementarity with other donors activities and modality set up by the Agency to avoid duplication ➤ Frequency and quality of formal meetings with EC Delegations, EU pillar in UNMIK, EC HQ during programming and implementation ➤ Coherence between the Agency activities in project implementation and those of the EC DEL and HQ on the SAP process 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> • Highly complementary • Average complementary • Low complementary <p>Quality of the EC HQ and DEL communication on project implementation in terms of:</p> <ul style="list-style-type: none"> • type of the communication (formal, informal, written, oral, on ad hoc or on regular basis...) • degree of participation in coordination meetings • content of the comments/contributions made to the projects implementation by EC DEL/HQ • Inclusion of those comments in project implementation 	<p>Interviews with representatives of the Member States and/or their agencies responsible for bilateral assistance</p> <p>Interviews with other donor organizations active in the field</p> <p>Interviews with representatives of the EC Delegations</p> <p>Interviews with the senior management of the Agency</p> <p>Interviews with RELEX and AIDCO representatives</p> <p>Survey of members of the Governing Board</p> <p>Survey of representatives of the Member States involved in bilateral cooperation programmes</p> <p>Review of the Agency documents analyzing the IFI's programmes in the various countries</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 4 (Revised)</p> <p>How far has the governing Board of the Agency assisted in supporting the Agency and in ensuring that the priorities of CARDS (including decisions subordinate to the CARDS Regulation taken by the management committee) are effectively translated to the context of the countries concerned?</p>	<p>EQ 4 How far has the Governing Board of the Agency assisted the Agency in ensuring that the priorities of CARDS (including decisions subordinate to the CARDS Regulation taken by the Management Committee) are effectively translated to the context of the countries concerned?</p>	<p>➤ Contribution of the Governing Board in enhancing the quality of the Action Programmes and projects in terms of their adherence to the CARDS priorities and relevance to the context of countries</p>	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ Highly reflect the priorities of CARDS and are very well adapted; ▪ Somewhat reflect the priorities of CARDS and are moderately adapted; and ▪ Do not reflect the priorities of CARDS and are not well adapted. 	<p>Interviews with stakeholders of the partner country/beneficiaries</p> <p>Interviews with members of the CARDS Management Committee;</p> <p>Interviews with RELEX and AIDCO representatives</p> <p>Review of Agency correspondence with RELEX and partner country representatives in relation to programming</p> <p>Review of Agency documents in relation to analysis of priorities of CARDS and Agency programming</p> <p>Review the minutes of the CARDS Management Committee meetings</p> <p>Review the minutes of the Governing Board meetings</p> <p>Review of Agency correspondence with RELEX and partner country representatives in relation to programming</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 5 (2nd part) and EQ 6</p> <p>5: To what extent have the activities and outputs of the Agency been quantified, and how far have they met the expectations of the key stakeholders, taking account of the limits of the strategic framework within which the Agency operates?</p> <p>6: What is the qualitative appreciation of the Agency model by customers and stakeholders, and especially those in partner countries (government and civil society), judged according to its responsiveness, sensitivity to local needs, ownership by the beneficiaries, delivery of services, visibility, accessibility and accountability? This would take account of aspects relating to stakeholder dialogue, communication and information.</p>	<p>EQ 5 To what extent has the “<u>model</u>” of the Agency met the expectations of “clients” and stakeholders (especially those in partner countries)?</p>	<ul style="list-style-type: none"> ➤ The perception of the stakeholders judged according to: responsiveness; sensitivity to local needs; ownership; accessibility; and delivery of services ➤ The extent to which the corporate culture of the Agency in terms of: (a) autonomy and empowerment of staff; (b) propensity to risk taking; (c) leadership style; (d) internal communication patterns (formal/informal); (e) attitude towards work, contributes to meeting the expectations of clients and stakeholders ➤ Communication and information provided by the Agency is considered appropriate by the stakeholders to illustrate the Agency’s activities; to ensure visibility of Community programmes and monitor progress towards realization of the objectives 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ Expectations highly met ▪ Expectations met to some degree ▪ Expectations not met 	<p>Interviews with representatives of the Member States and/or their agencies responsible for bilateral assistance</p> <p>Interviews with representatives of the EC Delegations</p> <p>Interviews with stakeholders of the partner country/beneficiaries</p> <p>Interviews with the senior management of the Agency</p> <p>Interviews with the programme and task managers</p> <p>Survey of the personnel of the Agency</p> <p>Review of Agency information and communication products (the web page, articles, speeches)</p> <p>Review of Agency’s Annual Reports and Director’s Quarterly Reports to Parliament and Council</p> <p>Analysis of the Parliament report on discharge of the Agency budget</p> <p>Review of Agency documents that measure and follow-up the organizational culture</p> <p>Review of Agency documents in relation to staff participation and culture building</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
EQ 5 (2 nd part) and EQ 6	EQ 6 To what extent have the <u>outputs</u> of the Agency met the expectations of key stakeholders?	➤ The extent to which the Agency outputs in relations to the tasks foreseen in art 2.1(c) are considered satisfactory by the key stakeholders	Qualitative assessment: <ul style="list-style-type: none"> ▪ Expectations highly met ▪ Expectations met to some degree ▪ Expectations not met 	Interviews with representatives of the Member States and/or their agencies responsible for bilateral assistance Interviews with representatives of the EC Delegations Interviews with stakeholders of the partner country/beneficiaries Survey of representatives of the Member States nationally and locally Review of Agency documents in relation to effectiveness and reporting on attainment of objectives Review of Agency's Annual Reports and Director's Quarterly Reports to Parliament and Council

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 7 and EQ 10</p> <p>7: Has the Agency been given a clear strategic framework and guidelines within which to develop specific, realistic and operational objectives in its work programmes?</p> <p>10: How far has the Agency identified projects of suitable quality and in line with the strategic framework set out in CSPs and MIPs and other established priorities?</p>	<p>EQ 7 Has the Agency been given a clear strategic framework and guidelines within which to develop specific, realistic and operational objectives in its work programmes?</p>	<ul style="list-style-type: none"> ➤ The extent to which the CSP and the MIP are considered a clear and sufficient guiding framework to direct the Agency in developing APs and identifying projects ➤ The extent to which the Agency received clear and written guidelines, in addition to CSP and MIP, for its programming activities ➤ The extent to which the Agency has been given "special" guidelines facilitating its operations (i.e. use of "suspensive clause", employment conditions, financial rules) 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ Very clear strategic framework and guidelines ▪ Somewhat clear strategic framework and guidelines ▪ Unclear strategic framework and guidelines 	<p>Interviews with the senior management of the Agency</p> <p>Interviews with representatives of the EC Delegations</p> <p>Interviews with representatives of RELEX and AIDCO</p> <p>Interviews with the representatives of the Governing Board</p> <p>Interviews with the programme and task managers</p> <p>Survey of members of the Governing Board</p> <p>Review the country specific CSPs and the MIPs and Agency's analysis of these documents</p> <p>Review Agency's operational guidelines and programming procedures</p> <p>Review and analyse written guidelines (strategic and operational) that the Agency has been given (in addition to CSP and MIP)</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 10 and EQ 19</p> <p>10: How far has the Agency identified projects of suitable quality and in line with the strategic framework set out in CSPs and MIPs and other established priorities?</p> <p>19: Overall, has the Agency's preparation and implementation of projects shown a sensitivity to key ownership and sustainability aspects (including integration of local authorities and civil society, legislative and political follow-up or support, donor co-ordination)?</p>	<p>EQ 8 How far has the Agency identified projects of suitable quality and which show sensitivity to key aspects of ownership and sustainability?</p>	<p>➤ The extent to which the projects are based on the application of the Commission PCM guidelines and in particular, are the result of:</p> <ul style="list-style-type: none"> ▪ Need analysis and coherence with the national context and priorities; ▪ Involvement of potential beneficiaries in the project identification and definition of indicators of results; ▪ Appropriate consideration of cross-cutting issues (e.g. gender and minorities); ▪ Clear intervention logic, including appropriate input/output relation and time frame; ▪ Realistic assessment of risk factors; ▪ Appropriate measure to ensure institutional sustainability and policy support; and ▪ National projects are developed taking into account the regional dimension of the given sector (i.e. Energy, transport, Environment, trade, macro-economic stabilization...). 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ Very satisfactory ▪ Somewhat satisfactory ▪ Not satisfactory 	<p>Interviews with the representatives of the Governing Board</p> <p>Interviews with stakeholders of the partner country/beneficiaries</p> <p>Interviews with the senior management of the Agency</p> <p>Interviews with the programme and task managers</p> <p>Survey of representatives of the Member States nationally and locally</p> <p>Review of the project evaluation reports</p> <p>Analysis of project fiches</p> <p>CARDS findings on: project relevance; project effectiveness; consideration of cross-cutting issues; involvement and participation of local stakeholders; project ownership and sustainability; the relation between national and regional programmes</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>Revised EQ 11</p> <p>11: Has the Agency defined indicators and criteria to assist in judging its success and progress in attaining its goals?</p>	<p>EQ 9 To what extent has the Agency defined indicators, criteria and a process to assist in judging <u>its overall success and progress</u> towards its overall goal (Article 1)?</p>	<ul style="list-style-type: none"> ➤ The extent to which the existing management information system: <ul style="list-style-type: none"> ▪ provides consolidated information on all OC on the different areas of the Agency's activity (programming, identification, contracting, payments, implementation) as well as on the use of financial and human resources; and ▪ includes indicators on the quality of the projects under implementation ➤ The extent to which weaknesses of the existing management information system (if any) are compensated by additional information generating communications, actions and mechanisms 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ Very satisfactory ▪ Somewhat satisfactory ▪ Not satisfactory 	<p>Interviews with the senior management of the Agency</p> <p>Interviews with RELEX and AIDCO representatives</p> <p>Interviews with the programme and task managers</p> <p>Survey of members of the Governing Board</p> <p>Review of Agency's internal reports on activity and project progress, including management of financial resources</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>New and EQ 17, 18, 13</p> <p>17: To what extent has the Agency developed a lesson-learning culture, taking on board the findings and recommendations of reviews, evaluation and monitoring exercises relating to its functions and performance?</p> <p>18: How much independence has been achieved in the management and execution of evaluation and monitoring exercises?</p> <p>13: What quality control and quality development activities has the Agency carried out to ensure that it can direct appropriate resources at the tasks it has been set?</p>	<p>EQ 10 To what extent has the Agency put in place an effective <u>project implementation monitoring</u> system?</p>	<ul style="list-style-type: none"> ➤ The quality of the agreed monitoring guidelines and the degree of their application by the four OCs ➤ Extent to which project progress monitoring mechanisms are homogeneous across the OCs ➤ The extent to which the combination of supervision by programme managers, use of external monitors, internal monitoring function and procedures, ensures an effective Result-Oriented Monitoring (ROM) system ➤ Existence of clear mechanisms ensuring the application of recommendations and feedback of monitoring activities into project implementation 	<ul style="list-style-type: none"> ▪ Project monitoring systems are highly homogeneous ▪ Project monitoring systems are somewhat different ▪ Project monitoring systems are very different <p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ Very effective project monitoring system ▪ Somewhat effective project monitoring system ▪ Not effective project monitoring system 	<p>Interviews with the senior management of the Agency</p> <p>Interviews with programme and task managers</p> <p>Survey of programme and task managers</p> <p>Review of Agency documents in relation to the evaluation and monitoring of projects and programmes</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
New and EQ 17, 18, 13	EQ 11. To what extent does the <u>evaluation system</u> contribute to improve the quality of projects?	<ul style="list-style-type: none"> ➤ The extent to which the projects selected for evaluation represent the spectrum and profile of the Agency's project portfolio ➤ The extent to which the Evaluation Unit is in a position to conduct its activities, prepare its reports and provide feedback to the organisation in a independent and an unobstructed manner ➤ Reports of the Evaluation Unit: <ul style="list-style-type: none"> ▪ clearly identify strengths and weakness of projects; ▪ indicate lessons learnt; ▪ share the findings with the counterparts; ▪ propose recommendations for improvement; ▪ are made available to the wider public 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ High effect of the evaluation system ▪ Some effect of the evaluation system ▪ Little or no effect of the evaluation system <p>Number of evaluations conducted in relation to all projects implemented</p>	<p>Interviews with the senior management of the Agency</p> <p>Interviews with programme and task managers</p> <p>Interviews with representatives of the Evaluation Unit</p> <p>Survey of programme and task managers</p> <p>Review of Evaluation reports</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 13 (Reformulation)</p> <p>What quality control and quality development activities has the Agency carried out to ensure that it can direct appropriate resources at the tasks it has been set?</p>	<p>EQ 12 To what extent do the quality control and quality assurance activities put in place by the Agency ensure that appropriate resources can be allocated to its tasks?</p>	<ul style="list-style-type: none"> ➤ The extent to which the internal quality control and reporting system provides information to take timely and appropriate decisions and to adapt to changing circumstances ➤ Activities carried out to ensure that staff knows and uses lessons learnt from previous evaluations and from project implemented in other centres into on-going and new projects 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ High quality information ▪ Average quality information ▪ Insufficient information <p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ High level "lessons learnt" behaviour ▪ Average level "lessons learnt" behaviour ▪ Insufficient "lessons learnt" behaviour 	<p>Interviews with the senior management of the Agency</p> <p>Interviews with the programme and task managers</p> <p>Survey of programme and task managers</p> <p>Review and analysis of quality enhancement procedures</p> <p>Review of the Agency documents analyzing the resource allocation decisions</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 12 (Revised)</p> <p>To what extent has the allocation of administrative resources to the Agency shown a rational assessment of its activities and objectives?</p>	<p>EQ 13 To what extent has the allocation of administrative resources to and by the Agency shown a rational assessment of its activities and objectives?</p>	<ul style="list-style-type: none"> ➤ The ratio between the administrative staff (finance, IT, personnel, logistics, security, maintenance) and operation staff (technical staff within operational units and management) globally and by OC ➤ The ratio between Title I and II and Title III of the Agency budget 	<p>Quantitative assessment of the ratio:</p> <ul style="list-style-type: none"> ▪ Low numbers of administrative staff in relation to operational staff ▪ Average numbers of administrative staff in relation to operational staff ▪ High numbers of administrative staff in relation to operational staff ▪ Quantitative assessment of the ratio compared to the maximum allowed and the usual ratio in other de-concentrated delegation of CARDS region 	<p>Interviews with the senior management of the Agency</p> <p>Interviews with the AIDCO & RELEX representatives</p> <p>Analysis of Organisational Chart and data on personnel</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 14 (Reformulation)</p> <p>To what extent has an appropriate mix of EU and local staff been achieved, creating a sufficient level of expert knowledge of both EU policies and the regional context?</p>	<p>EQ 14 To what extent has an appropriate mix of EU and local staff been achieved?</p>	<ul style="list-style-type: none"> ➤ The personnel mix creates a sufficient balance of expert knowledge of EU policies and of the country context, and of technical skills to meet the requirements of the strategic framework in an efficient way ➤ The personnel mix favours transfer of knowledge and capacity building of local staff as well as inclusion of the local perspective into the working practise 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ Very appropriate mix of staff ▪ Somewhat appropriate mix of staff ▪ Inappropriate mix of staff <p>Quantitative assessment of the total number of local staff in relation to EU personnel</p> <p>Number of local staff in "professional" positions in relation to EU personnel in "professional positions"</p>	<p>Interviews with the senior management of the Agency</p> <p>Interviews with programme and task managers</p> <p>Survey of programme and task managers</p> <p>Review of Agency documents analysing the recruitment needs and the required skills leading to selection decisions between TAs and Las</p> <p>Interview with EC DEL and EC HQ</p>

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
EQ 15 (Revised) To what degree has the Agency been able to ensure that subcontracted experts have relevant skills and experience to conduct the tasks entrusted to them?	EQ 15. To what degree has the Agency been able to ensure that contracted consultants and firms have relevant skills and experience to conduct the tasks entrusted to them?	<ul style="list-style-type: none"> ➤ The extent to which the selection procedures for consultants, experts, contractors and firms ensure: a) high quality technical skills; b) experience in performing similar type of projects/activities; and c) regional knowledge ➤ Programme Managers' perception on rate of successful short-term consultant contracts 	Qualitative assessment: <ul style="list-style-type: none"> ▪ To a high degree ▪ To some degree ▪ To a little or no degree 	Interviews with programme and task managers Survey of programme and task managers Review the selection process of the subcontracted experts Review the "Skills Required" analysis for the projects, the evaluation and selection grids, and the selection interview notes/tender evaluation reports

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 20 (Reformulation)</p> <p>Has a clear division of responsibility between staff and a transparent management system been developed to ensure the overall co-ordination of work at regional, country and local level?</p>	<p>EQ 16 Has a clear division of responsibility been established between positions to ensure the overall coordination of work at HQ, OCs, and Agency-wide level?</p>	<ul style="list-style-type: none"> ➤ The extent to which the Agency established clear job descriptions, demarcation of jurisdiction between positions, powers and responsibilities of the incumbents ➤ The extent to which the staff is informed of the division of responsibility between positions 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ Very clear division of responsibility ▪ Fairly clear division of responsibility ▪ Unclear division of responsibility 	<p>Interviews with the senior management of the Agency</p> <p>Interviews with programme and task managers</p> <p>Survey of programme and task managers</p> <p>Analysis of Agency's written document on the approach to organisation and to information management</p> <p>Review the plans and procedures in relation to the distribution and management of the "decision-making" information</p> <p>Review of Position Descriptions</p> <p>Review the composition of the workforce reports:</p> <ul style="list-style-type: none"> ▪ Number of managers ▪ Number of professionals ▪ Number of clerical and support staff

EVALUATION QUESTIONS PROVIDED IN THE ToR (EQ 1 TO EQ 21)	EVALUATION QUESTIONS	JUDGEMENT CRITERIA	INDICATORS	MEANS OF VERIFICATION AND METHODS OF ANALYSIS
<p>EQ 21 (Reformulation)</p> <p>How far have staff recruitment, employment and training procedures in the Agency contributed to securing the services of appropriately qualified and experienced staff?</p>	<p>EQ 17 To what extent have the staff employment system and training activities ensured the continuous deployment of appropriately qualified and experienced staff?</p>	<p>➤ The extent to which:</p> <ul style="list-style-type: none"> ▪ The recruitment process provides for timely engagement of persons with the required profiles ▪ Employment conditions are suitable for attracting well qualified staff and allow for flexibility ▪ Training provided can enhance the skills to the requirements of the job 	<p>Qualitative assessment:</p> <ul style="list-style-type: none"> ▪ To a high degree ▪ To some degree ▪ To a little or insufficient degree 	<p>Interviews with the senior management of the Agency</p> <p>Interviews with programme and task managers</p> <p>Survey of programme and task managers</p> <p>Review Agency's policies and procedures of performance management</p> <p>Review the Performance Evaluations of staff Review the following documents related to recruitment:</p> <ul style="list-style-type: none"> ▪ Definitions of the knowledge and skills required by each job ▪ Records of selection interviews with new candidates

ANNEX G: STATISTICAL ANALYSIS

1. MEMBER STATES REPRESENTATIVES TO THE GOVERNING BOARD

TABLE G-1. LIST OF GB MEMBER STATES REPRESENTATIVES			
Country		Contacts	
1	Austria	Christian Steiner	
2	Belgium	Henk Mahieu, Ludo Verryken	
3	Denmark	Jorgen Andersen, Morten Villumsen, Anne-Marie Esper Larsen	
4	Finland	Juhani Väänänen, Aira Päivöke, Markku Laamanen	
5	France	Serge Michailof, Stéphane Crouzat, Patrick Maghin, Jean d'Haussonville, Christine Cardinet	
6	Germany	Dominik Ziller, Leo Kreuz, Andreas Einberg, Regine Grienberger	
7	Greece	Alexandros Rondos, Vassilios Kanellakis, Nikos Symeonidis, Dimitrios Angelosopoulos	
8	Ireland	Jerry Kelliher, Brid Costello	
9	Italy	Luca Fornari, Roberto Neccia, Stefano Mistretta, Gianmarco Macchia, Loredana Magni	
10	Luxembourg	Marc Thill, Pierre Ferring, Loic Bertoli	
11	Netherlands	Pieter Bas Backer, Marije Balt	
12	Portugal	Maria de Lurdes Cavaleiro de Ferreira	
13	Spain	Juan Arístegui, Antonio González-Zavala	
14	Sweden	Bjorn Mossberg, Adam Amberg, Annika Palo, Christoffer Sjöholm, Britta Olofsson	
15	United Kingdom	Richard Moberly, Jessica Irvine, Craig Davies	
Number of countries that responded:			10
Percentage of countries that responded:			66,67%

2. AGENCY STAFF

EAR OC	Total of eligible personnel	Total # questionnaires distributed	Total # questionnaires answered
Belgrade	27	24	24
Podgorica	6	5	3
Skopje	15	15	7
Pristina	29	27	16
TOTAL	77	71	50
Percentage	100%	92,21%	64,94%

NOTE: As for column "total # of questionnaires distributed", there were some eligible personnel who was absent (leave or mission) during the survey.

EAR OC	Contact
1 Belgrade	Richard Zink
2 Belgrade	Adriano Martins
3 Belgrade	Hasso Molineus
4 Belgrade	Stefano Conte
5 Podgorica	Luigi Sandrin
6 Pristina	Thierry Bernard-Guele
7 Pristina	Michael Byrne
8 Pristina	Nick Rees
9 Skopje	Daniel Giuliaris
10 Skopje	Paul Turner

TABLE G-4. LIST OF PROGRAMME AND TASK MANAGERS OF EAR

EAR OC		Contact	Position
1	Belgrade	Alexandre Arrobbio	Programme Manager
2	Belgrade	Peter Bach	Programme Manager
3	Belgrade	Ian Brown	Programme Manager
4	Belgrade	Bernard Buckley	Programme Manager
5	Belgrade	Jean Dropinski	Programme Manager
6	Belgrade	Maurizio Ranalli	Programme Manager
7	Belgrade	Simon Davies	Programme Manager
8	Belgrade	Michael Kilcommons	Programme Manager
10	Belgrade	Benoit Hambuckers	Programme Manager
11	Belgrade	Donatella Linari	Programme Manager
12	Belgrade	Mary Walsh	Programme Manager
13	Belgrade	Wout Soer	Programme Manager
1	Belgrade	Bogdan Turudija	Task Manager
2	Belgrade	Dejan Rebric	Task Manager
3	Belgrade	Dragana Krivokapic	Task Manager
4	Belgrade	Dragan Lalic	Task Manager
5	Belgrade	Andrej Papic	Task Manager
6	Belgrade	Dejan Suvakov	Task Manager
7	Belgrade	Vladan Petrovic	Task Manager
8	Belgrade	Svetlana Djukic	Task Manager
9	Belgrade	Maja Vuckovic	Task Manager
10	Belgrade	Danka Bogetic	Task Manager
1	Podgorica	Regina De Dominicis	Programme Manager
2	Podgorica	Neil Bolland	Programme Manager
1	Podgorica	Zeljko Lekovic	Task Manager
2	Podgorica	Dejan Mijovic	Task Manager
3	Podgorica	Velibor Spalevic	Task Manager
1	Pristina	Thomas Dedeurwaerdere	Programme Manager
2	Pristina	Thilo Moeller	Programme Manager
3	Pristina	Sakalis Sophie	Programme Manager
4	Pristina	Matthias Reinicke	Programme Manager
5	Pristina	Pierre Gerard	Programme Manager
6	Pristina	Dan Philpott	Programme Manager
7	Pristina	Alan Brown	Programme Manager
8	Pristina	Enrico Maglia	Programme Manager
9	Pristina	Otto Roman Barnert	Programme Manager
10	Pristina	Laurence Pycroft	Programme Manager
11	Pristina	Henk Schaberg	Programme Manager
12	Pristina	Mary Walsh	Programme Manager
13	Pristina	Odran Hayes	Programme Manager
14	Pristina	Sandra Lochhead	Programme Manager
1	Pristina	Ertan Munoglu	Task Manager
2	Pristina	Gazmend Selimi	Task Manager
3	Pristina	Artan Xerxa	Task Manager
4	Pristina	Merita Behluli	Task Manager
5	Pristina	Agron Bektashi	Task Manager
6	Pristina	Xhelal Ibrahim	Task Manager
7	Pristina	Merita Govori	Task Manager
8	Pristina	Agron Orana	Task Manager
9	Pristina	Lendita Gashi	Task Manager
10	Pristina	Beqir Fazliu	Task Manager
11	Pristina	Sanela Klimenta	Task Manager
12	Pristina	Kriton Begolli	Task Manager
1	Skopje	Jutta Bulling	Programme Manager
2	Skopje	Gerasimos Furlanos	Programme Manager
3	Skopje	Paul Partner	Programme Manager
4	Skopje	Freund Rainer	Programme Manager
5	Skopje	George Papagiannis	Programme Manager
6	Skopje	Paivi Nikander	Programme Manager
7	Skopje	Gianni Pelosio	Programme Manager
8	Skopje	Jean Valsesia	Programme Manager
1	Skopje	Elvis Ali	Task Manager
2	Skopje	Natasha Gramatikova	Task Manager
3	Skopje	Dimitar Malinovski	Task Manager
4	Skopje	Elisabeta Georgeva	Task Manager
5	Skopje	Maja Zendelska	Task Manager
6	Skopje	Bojan Zelenkov	Task Manager

3. STATISTICAL ANALYSIS BY EQS

METHODOLOGICAL NOTE:

Respondents were asked to indicate their satisfaction with a given statement on a three level scale:

1 = Low

2 = Medium

3 = High

Averages from 1 to 1,24 are defined as "much below average";

From 1,25 to 1,74 are defined as "below average";

From 1,75 to 2,24 are defined as "average";

From 2,25 to 2,74 are defined as "above average";

From 2,75 to 3,00 are defined as "much above average".

TABLE G-5. AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 1 AND ITS SUB-QUESTIONS

	MEMBER STATES (GOVERNING BOARD)	SKOPJE- ALL GROUPS	BELGRADE- ALL GROUPS	PODGORIC A-ALL GROUPS	PRISTINA- ALL GROUPS
EQ 1 TO WHAT EXTENT HAVE THE GOVERNING ARRANGEMENTS FOR THE AGENCY ADDED VALUE TO THE WORK OF THE AGENCY	AVERAGE	AVERAGE	AVERAGE	AVERAGE	ABOVE AVERAGE
1.1 THE EXTENT TO WHICH THE GOVERNING BOARD OF THE EAR HAS CONTRIBUTED TO THE OVERALL PERFORMANCE OF THE AGENCY	ABOVE AVERAGE	AVERAGE	AVERAGE		ABOVE AVERAGE
1.2 WHAT IS THE COST/EFFECTIVENESS OF THE GOVERNING BOARD'S ROLE IN ENDORSING THE ACTION PROGRAMMES CONSIDERING THE KEY ROLE OF THE CARDS COMMITTEE IN THE APPROVAL PROCESS FOR THE AGENCY'S ACTION PROGRAMME?	BELOW AVERAGE	AVERAGE	AVERAGE	AVERAGE	ABOVE AVERAGE
1.3 DO YOU BELIEVE THAT THERE IS A DUPLICATION OF ACTIONS BETWEEN THE GOVERNING BOARD AND THE CARDS MANAGEMENT COMMITTEE?	AVERAGE	MUCH ABOVE AVERAGE	AVERAGE		AVERAGE

TABLE G-6 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 2 AND ITS SUB-QUESTIONS

	MEMBER STATES (GOVERNING BOARD)	SKOPJE- ALL GROUPS	BELGRADE- ALL GROUPS	PODGORIC A-ALL GROUPS	PRISTINA- ALL GROUPS
EQ 2 TO WHAT EXTENT HAS THE EXISTENCE OF THE BOARD FACILITATED CO-ORDINATION AND COMPLEMENTARITY BETWEEN THE PROGRAMMES OF THE AGENCY AND THOSE OF MEMBER STATES?	ABOVE AVERAGE	AVERAGE	AVERAGE	AVERAGE	ABOVE AVERAGE
2.1 IN YOUR OPINION, DO THE INDIVIDUAL MEMBER STATES' REPRESENTATIVES ON THE GOVERNING BOARD GENERATE AND PROVIDE INFORMATION AND FEED-BACK ON THE AGENCY'S PROGRAMMES AND ACTIVITIES TO THEIR NATIONAL HQS, REGIONAL OR IN-COUNTRY OFFICES?	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE		AVERAGE
2.2 IN YOUR OPINION, DO THE INDIVIDUAL MEMBER STATES' REPRESENTATIVES ON THE GOVERNING BOARD PROVIDE THE REQUIRED INPUT AND INFORMATION ON THEIR HQS, REGIONAL OR COUNTRY SPECIFIC STRATEGIES THUS, INSURING CO-ORDINATION AND COMPLEMENTARITY BETWEEN MEMBER STATES' AND AGENCY'S PROGRAMMES?		AVERAGE	BELOW AVERAGE		ABOVE AVERAGE

TABLE G-7 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 3

EQ 3 TO WHAT EXTENT HAS THE AGENCY'S WORK IN PREPARING AND IMPLEMENTING THE ACTIVITIES TRUSTED TO IT BEEN COORDINATED, ARE COMPLEMENTARY TO AND IN HARMONY WITH: A) THE OTHER INTERNATIONAL ORGANISATIONS ACTIVE IN THE FIELD; B) MEMBER STATES' PROGRAMMES; C) THE COMMISSION HQ AND THE EC DELEGATIONS; D) IFIS	MEMBER STATES (GOVERNING BOARD)	ALL INTERNAL RESPONDENTS	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES
	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

EQ 3 TO WHAT EXTENT HAS THE AGENCY'S WORK IN PREPARING AND IMPLEMENTING THE ACTIVITIES TRUSTED TO IT BEEN COORDINATED, ARE COMPLEMENTARY TO AND IN HARMONY WITH: A) THE OTHER INTERNATIONAL ORGANISATIONS ACTIVE IN THE FIELD; B) MEMBER STATES' PROGRAMMES; C) THE COMMISSION HQ AND THE EC DELEGATIONS; D) IFIS	SKOPJE-ALL GROUPS	BELGRADE- ALL GROUPS	PODGORICA- ALL GROUPS	PRISTINA- ALL GROUPS
	AVERAGE	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE

TABLE G-8 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 4

EQ 4 HOW FAR HAS THE GOVERNING BOARD OF THE AGENCY ASSISTED THE AGENCY IN ENSURING THAT THE PRIORITIES OF CARDS (INCLUDING DECISIONS SUBORDINATE TO THE CARDS REGULATION TAKEN BY THE MANAGEMENT COMMITTEE) ARE EFFECTIVELY TRANSLATED TO THE CONTEXT OF THE COUNTRIES CONCERNED?	MEMBER STATES (GOVERNING BOARD)	ALL INTERNAL RESPONDENTS	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES
	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

EQ 4 HOW FAR HAS THE GOVERNING BOARD OF THE AGENCY ASSISTED THE AGENCY IN ENSURING THAT THE PRIORITIES OF CARDS (INCLUDING DECISIONS SUBORDINATE TO THE CARDS REGULATION TAKEN BY THE MANAGEMENT COMMITTEE) ARE EFFECTIVELY TRANSLATED TO THE CONTEXT OF THE COUNTRIES CONCERNED?	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
	MUCH ABOVE AVERAGE	AVERAGE	AVERAGE	ABOVE AVERAGE

TABLE G-9 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 5

EQ 5 TO WHAT EXTENT HAS THE "MODEL" OF THE AGENCY MET THE EXPECTATIONS OF "CLIENTS" AND STAKEHOLDERS (ESPECIALLY THOSE IN PARTNER COUNTRIES)?	MEMBER STATES (GOVERNING BOARD)	ALL INTERNAL RESPONDENTS	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES
	ABOVE AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

EQ 5 TO WHAT EXTENT HAS THE "MODEL" OF THE AGENCY MET THE EXPECTATIONS OF "CLIENTS" AND STAKEHOLDERS (ESPECIALLY THOSE IN PARTNER COUNTRIES)?	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE

TABLE G-10 – AVERAGE RESPONSES TO DIMENSIONS OF THE AGENCY "MODEL" CONTRIBUTING TO ORGANISATIONAL PERFORMANCE

	MEMBER STATES (GOVERNING BOARD)	ALL INTERNAL RESPONDENTS	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES
AUTONOMY AND EMPOWERMENT OF STAFF	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
PROPENSITY TO RISK TAKING	AVERAGE	AVERAGE	AVERAGE	AVERAGE	BELOW AVERAGE
LEADERSHIP STYLE	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE
THE INFORMAL INTERNAL COMMUNICATION PATTERNS	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
EASE AND FLEXIBILITY IN UPWARD AND DOWNWARD COMMUNICATIONS	AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE
LATERAL COMMUNICATIONS AND INTER-GROUP COOPERATION AND COORDINATION	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
WORK CLIMATE AND THE QUALITY OF THE RELATIONSHIPS BETWEEN PEOPLE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE
CLARITY OF THE ORGANISATIONAL STRUCTURE AND THE DECISION MAKING PROCESS	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE
ATTITUDE TOWARDS WORK	AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE
THE HIGH VISIBILITY OF COMMUNITY PROGRAMMES	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE
TIGHT MONITORING OF PROGRESS TOWARDS REALIZATION OF THE OBJECTIVES	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE

	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
AUTONOMY AND EMPOWERMENT OF STAFF	MUCH ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
PROPENSITY TO RISK TAKING	ABOVE AVERAGE	BELOW AVERAGE	ABOVE AVERAGE	AVERAGE
LEADERSHIP STYLE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
THE INFORMAL INTERNAL COMMUNICATION PATTERNS	MUCH ABOVE AVERAGE	AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE
EASE AND FLEXIBILITY IN UPWARD AND DOWNWARD COMMUNICATIONS	MUCH ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE	MUCH ABOVE AVERAGE
LATERAL COMMUNICATIONS AND INTER-GROUP COOPERATION AND COORDINATION	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE
WORK CLIMATE AND THE QUALITY OF THE RELATIONSHIPS BETWEEN PEOPLE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE
CLARITY OF THE ORGANISATIONAL STRUCTURE AND THE DECISION MAKING PROCESS	AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE
ATTITUDE TOWARDS WORK	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
THE HIGH VISIBILITY OF COMMUNITY PROGRAMMES	AVERAGE	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
TIGHT MONITORING OF PROGRESS TOWARDS REALIZATION OF THE OBJECTIVES	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

TABLE G-11 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 6

EQ 6 TO WHAT EXTENT HAVE THE OUTPUTS OF THE AGENCY MET THE EXPECTATIONS OF KEY STAKEHOLDERS?	MEMBER STATES (GOVERNING BOARD)	ALL INTERNAL RESPONDENTS	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES
	ABOVE AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE

EQ 6 TO WHAT EXTENT HAVE THE OUTPUTS OF THE AGENCY MET THE EXPECTATIONS OF KEY STAKEHOLDERS?	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE

TABLE G-12 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 7

EQ 7 HAS THE AGENCY BEEN GIVEN A CLEAR STRATEGIC FRAMEWORK AND GUIDELINES WITHIN WHICH TO DEVELOP SPECIFIC, REALISTIC AND OPERATIONAL OBJECTIVES IN ITS WORK PROGRAMMES?	MEMBER STATES (GOVERNING BOARD)	ALL INTERNAL RESPONDENTS	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES
	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

EQ 7 HAS THE AGENCY BEEN GIVEN A CLEAR STRATEGIC FRAMEWORK AND GUIDELINES WITHIN WHICH TO DEVELOP SPECIFIC, REALISTIC AND OPERATIONAL OBJECTIVES IN ITS WORK PROGRAMMES?	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE

TABLE G-13 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 8

EQ 8 HOW FAR HAS THE AGENCY IDENTIFIED PROJECTS OF SUITABLE QUALITY AND WHICH SHOW SENSITIVITY TO KEY ASPECTS OF OWNERSHIP AND SUSTAINABILITY?	MEMBER STATES (GOVERNING BOARD)	ALL INTERNAL RESPONDENTS	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES
	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE
EQ 8 HOW FAR HAS THE AGENCY IDENTIFIED PROJECTS OF SUITABLE QUALITY AND WHICH SHOW SENSITIVITY TO KEY ASPECTS OF OWNERSHIP AND SUSTAINABILITY?	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS	
	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	
EQ 8 HOW FAR HAS THE AGENCY IDENTIFIED PROJECTS OF SUITABLE QUALITY AND WHICH SHOW SENSITIVITY TO KEY ASPECTS OF OWNERSHIP AND SUSTAINABILITY?	BELGRADE-SENIOR MANAGERS	BELGRADE-PROGRAMME MANAGERS	BELGRADE-TASK MANAGERS		
	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE		
EQ 8 HOW FAR HAS THE AGENCY IDENTIFIED PROJECTS OF SUITABLE QUALITY AND WHICH SHOW SENSITIVITY TO KEY ASPECTS OF OWNERSHIP AND SUSTAINABILITY?	PRISTINA-SENIOR MANAGERS	PRISTINA-PROGRAMME MANAGERS	PRISTINA-TASK MANAGERS		
	MUCH ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE		
EQ 8 HOW FAR HAS THE AGENCY IDENTIFIED PROJECTS OF SUITABLE QUALITY AND WHICH SHOW SENSITIVITY TO KEY ASPECTS OF OWNERSHIP AND SUSTAINABILITY?	PODGORICA-SENIOR MANAGERS	PODGORICA-PROGRAMME MANAGERS	PODGORICA-TASK MANAGERS		
	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE		
EQ 8 HOW FAR HAS THE AGENCY IDENTIFIED PROJECTS OF SUITABLE QUALITY AND WHICH SHOW SENSITIVITY TO KEY ASPECTS OF OWNERSHIP AND SUSTAINABILITY?	SKOPJE-SENIOR MANAGERS	SKOPJE-PROGRAMME MANAGERS			
	AVERAGE	ABOVE AVERAGE			

TABLE G-14 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 9

EQ 9 TO WHAT EXTENT HAS THE AGENCY DEFINED INDICATORS, CRITERIA AND A PROCESS TO ASSIST IN JUDGING ITS OVERALL SUCCESS AND PROGRESS TOWARDS ITS OVERALL GOAL (ARTICLE 1)?	MEMBER STATES (GOVERNING BOARD)	ALL INTERNAL RESPONDENTS	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES
	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE
EQ 9 TO WHAT EXTENT HAS THE AGENCY DEFINED INDICATORS, CRITERIA AND A PROCESS TO ASSIST IN JUDGING ITS OVERALL SUCCESS AND PROGRESS TOWARDS ITS OVERALL GOAL (ARTICLE 1)?	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS	
	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE	MUCH ABOVE AVERAGE	

TABLE G-15 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 10 AND ITS SUB-QUESTIONS

	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
EQ 10 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE PROJECT IMPLEMENTATION MONITORING SYSTEM?	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE
10.1 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE PROJECT IMPLEMENTATION MONITORING SYSTEM?	AVERAGE	AVERAGE	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE	AVERAGE	AVERAGE
10.2 IN YOUR OPINION, TO WHAT EXTENT THE PROJECT PROGRESS MONITORING MECHANISMS ARE HOMOGENEOUS ACROSS THE OCS?	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE	AVERAGE	ABOVE AVERAGE	AVERAGE
10.3 IN YOUR OPINION, DO CLEAR MECHANISMS ENSURING THE APPLICATION OF RECOMMENDATIONS AND FEEDBACK OF MONITORING ACTIVITIES INTO PROJECT IMPLEMENTATION EXIST?	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE	AVERAGE

	BELGRADE-SENIOR MANAGERS	BELGRADE-PROGRAMME MANAGERS	BELGRADE-TASK MANAGERS
EQ 10 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE PROJECT IMPLEMENTATION MONITORING SYSTEM?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
10.1 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE PROJECT IMPLEMENTATION MONITORING SYSTEM?	AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE
10.2 IN YOUR OPINION, TO WHAT EXTENT THE PROJECT PROGRESS MONITORING MECHANISMS ARE HOMOGENEOUS ACROSS THE OCS?	AVERAGE	ABOVE AVERAGE	AVERAGE
10.3 IN YOUR OPINION, DO CLEAR MECHANISMS ENSURING THE APPLICATION OF RECOMMENDATIONS AND FEEDBACK OF MONITORING ACTIVITIES INTO PROJECT IMPLEMENTATION EXIST?	MUCH ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

	PRISTINA-SENIOR MANAGERS	PRISTINA-PROGRAMME MANAGERS	PRISTINA-TASK MANAGERS
EQ 10 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE PROJECT IMPLEMENTATION MONITORING SYSTEM?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
10.1 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE PROJECT IMPLEMENTATION MONITORING SYSTEM?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
10.2 IN YOUR OPINION, TO WHAT EXTENT THE PROJECT PROGRESS MONITORING MECHANISMS ARE HOMOGENEOUS ACROSS THE OCS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
10.3 IN YOUR OPINION, DO CLEAR MECHANISMS ENSURING THE APPLICATION OF RECOMMENDATIONS AND FEEDBACK OF MONITORING ACTIVITIES INTO PROJECT IMPLEMENTATION EXIST?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

	PODGORICA-SENIOR MANAGERS	PODGORICA-PROGRAMME MANAGERS	PODGORICA-TASK MANAGERS
EQ 10 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE PROJECT IMPLEMENTATION MONITORING SYSTEM?	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
10.1 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE PROJECT IMPLEMENTATION MONITORING SYSTEM?	AVERAGE	AVERAGE	ABOVE AVERAGE
10.2 IN YOUR OPINION, TO WHAT EXTENT THE PROJECT PROGRESS MONITORING MECHANISMS ARE HOMOGENEOUS ACROSS THE OCS?	AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE
10.3 IN YOUR OPINION, DO CLEAR MECHANISMS ENSURING THE APPLICATION OF RECOMMENDATIONS AND FEEDBACK OF MONITORING ACTIVITIES INTO PROJECT IMPLEMENTATION EXIST?	AVERAGE	AVERAGE	ABOVE AVERAGE

	SKOPJE-SENIOR MANAGERS	SKOPJE-PROGRAMME MANAGERS
EQ 10 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE PROJECT IMPLEMENTATION MONITORING SYSTEM?	AVERAGE	ABOVE AVERAGE
10.1 TO WHAT EXTENT HAS THE AGENCY PUT IN PLACE AN EFFECTIVE <u>PROJECT IMPLEMENTATION MONITORING</u> SYSTEM?	AVERAGE	ABOVE AVERAGE
10.2 IN YOUR OPINION, TO WHAT EXTENT THE PROJECT PROGRESS MONITORING MECHANISMS ARE HOMOGENEOUS ACROSS THE OCS?	AVERAGE	AVERAGE
10.3 IN YOUR OPINION, DO CLEAR MECHANISMS ENSURING THE APPLICATION OF RECOMMENDATIONS AND FEEDBACK OF MONITORING ACTIVITIES INTO PROJECT IMPLEMENTATION EXIST?	AVERAGE	ABOVE AVERAGE

TABLE G-16 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 11

EQ 11 TO WHAT EXTENT DOES THE EVALUATION SYSTEM CONTRIBUTE TO IMPROVE THE QUALITY OF PROJECTS?	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
	ABOVE AVERAGE	AVERAGE	AVERAGE	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

TABLE G-17 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 12 AND ITS SUB-QUESTIONS

	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
EQ 12 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE BY THE AGENCY ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	BELOW AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
12.1 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE PROVIDE QUALITY INFORMATION TO THE AGENCY MANAGEMENT TO ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE
12.2 TO WHAT EXTENT STAFF KNOWS AND USES THE "LESSONS LEARNT" FROM PREVIOUS EVALUATIONS AND FROM PREVIOUS PROJECTS IMPLEMENTED IN OTHER CENTRES IN THE EXECUTION OF ON-GOING AND NEW PROJECTS?	AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE

	BELGRADE-SENIOR MANAGERS	BELGRADE-PROGRAMME MANAGERS	BELGRADE-TASK MANAGERS
EQ 12 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE BY THE AGENCY ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?	AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE
12.1 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE PROVIDE QUALITY INFORMATION TO THE AGENCY MANAGEMENT TO ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?	AVERAGE	AVERAGE	MUCH ABOVE AVERAGE
12.2 TO WHAT EXTENT STAFF KNOWS AND USES THE "LESSONS LEARNT" FROM PREVIOUS EVALUATIONS AND FROM PREVIOUS PROJECTS IMPLEMENTED IN OTHER CENTRES IN THE EXECUTION OF ON-GOING AND NEW PROJECTS?	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE

	PRISTINA-SENIOR MANAGERS	PRISTINA-PROGRAMME MANAGERS	PRISTINA-TASK MANAGERS
EQ 12 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE BY THE AGENCY ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?	MUCH ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE
12.1 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE PROVIDE QUALITY INFORMATION TO THE AGENCY MANAGEMENT TO ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
12.2 TO WHAT EXTENT STAFF KNOWS AND USES THE "LESSONS LEARNT" FROM PREVIOUS EVALUATIONS AND FROM PREVIOUS PROJECTS IMPLEMENTED IN OTHER CENTRES IN THE EXECUTION OF ON-GOING AND NEW PROJECTS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

	<u>PODGORICA- SENIOR MANAGERS</u>	<u>PODGORICA- PROGRAMME MANAGERS</u>	<u>PODGORICA- TASK MANAGERS</u>
EQ 12 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE BY THE AGENCY ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
12.1 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE PROVIDE QUALITY INFORMATION TO THE AGENCY MANAGEMENT TO ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?	AVERAGE	AVERAGE	ABOVE AVERAGE
12.2 TO WHAT EXTENT STAFF KNOWS AND USES THE "LESSONS LEARNT" FROM PREVIOUS EVALUATIONS AND FROM PREVIOUS PROJECTS IMPLEMENTED IN OTHER CENTRES IN THE EXECUTION OF ON-GOING AND NEW PROJECTS?	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE

	<u>SKOPJE-SENIOR MANAGERS</u>	<u>SKOPJE- PROGRAMME MANAGERS</u>
EQ 12 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE BY THE AGENCY ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?		ABOVE AVERAGE
12.1 TO WHAT EXTENT DO THE QUALITY CONTROL AND QUALITY ASSURANCE ACTIVITIES PUT IN PLACE PROVIDE QUALITY INFORMATION TO THE AGENCY MANAGEMENT TO ENSURE THAT APPROPRIATE RESOURCES CAN BE ALLOCATED TO ITS TASKS?	AVERAGE	ABOVE AVERAGE
12.2 TO WHAT EXTENT STAFF KNOWS AND USES THE "LESSONS LEARNT" FROM PREVIOUS EVALUATIONS AND FROM PREVIOUS PROJECTS IMPLEMENTED IN OTHER CENTRES IN THE EXECUTION OF ON-GOING AND NEW PROJECTS?		ABOVE AVERAGE

TABLE G-18 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 13

EQ 13 TO WHAT EXTENT HAS THE ALLOCATION OF ADMINISTRATIVE RESOURCES TO AND BY THE AGENCY SHOWN A RATIONAL ASSESSMENT OF ITS ACTIVITIES AND OBJECTIVES?	SENIOR MANAGERS- ALL CENTRES	PROGRAMME MANAGERS- ALL CENTRES	SKOPJE-ALL GROUPS	BELGRADE- ALL GROUPS	PODGORICA- ALL GROUPS	PRISTINA-ALL GROUPS
	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	ABOVE AVERAGE

EQ 13 TO WHAT EXTENT HAS THE ALLOCATION OF ADMINISTRATIVE RESOURCES TO AND BY THE AGENCY SHOWN A RATIONAL ASSESSMENT OF ITS ACTIVITIES AND OBJECTIVES?	<u>BELGRADE- SENIOR MANAGERS</u>	<u>BELGRADE- PROGRAMME MANAGERS</u>	<u>BELGRADE- TASK MANAGERS</u>
	ABOVE AVERAGE	AVERAGE	

EQ 13 TO WHAT EXTENT HAS THE ALLOCATION OF ADMINISTRATIVE RESOURCES TO AND BY THE AGENCY SHOWN A RATIONAL ASSESSMENT OF ITS ACTIVITIES AND OBJECTIVES?	<u>PRISTINA-SENIOR MANAGERS</u>	<u>PRISTINA- PROGRAMME MANAGERS</u>	<u>PRISTINA-TASK MANAGERS</u>
	ABOVE AVERAGE	AVERAGE	

EQ 13 TO WHAT EXTENT HAS THE ALLOCATION OF ADMINISTRATIVE RESOURCES TO AND BY THE AGENCY SHOWN A RATIONAL ASSESSMENT OF ITS ACTIVITIES AND OBJECTIVES?	<u>PODGORICA- SENIOR MANAGERS</u>	<u>PODGORICA- PROGRAMME MANAGERS</u>	<u>PODGORICA- TASK MANAGERS</u>
	AVERAGE	AVERAGE	

EQ 13 TO WHAT EXTENT HAS THE ALLOCATION OF ADMINISTRATIVE RESOURCES TO AND BY THE AGENCY SHOWN A RATIONAL ASSESSMENT OF ITS ACTIVITIES AND OBJECTIVES?	<u>SKOPJE-SENIOR MANAGERS</u>	<u>SKOPJE- PROGRAMME MANAGERS</u>
	AVERAGE	ABOVE AVERAGE

TABLE G-19 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 14

EQ 14 TO WHAT EXTENT HAS AN APPROPRIATE MIX OF EU AND LOCAL STAFF BEEN ACHIEVED?	PROGRAMME MANAGERS- ALL CENTRES	TASK MANAGER S-ALL CENTRES	SKOPJE-ALL GROUPS	BELGRADE- ALL GROUPS	PODGORICA- ALL GROUPS	PRISTINA- ALL GROUPS
	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE

EQ 14 TO WHAT EXTENT HAS AN APPROPRIATE MIX OF EU AND LOCAL STAFF BEEN ACHIEVED?	<u>BELGRADE- SENIOR MANAGERS</u>	<u>BELGRADE- PROGRAMME MANAGERS</u>	<u>BELGRADE- TASK MANAGERS</u>
	AVERAGE	AVERAGE	AVERAGE

EQ 14 TO WHAT EXTENT HAS AN APPROPRIATE MIX OF EU AND LOCAL STAFF BEEN ACHIEVED?	<u>PRISTINA-SENIOR MANAGERS</u>	<u>PRISTINA-PROGRAMME MANAGERS</u>	<u>PRISTINA-TASK MANAGERS</u>
	AVERAGE	AVERAGE	AVERAGE
EQ 14 TO WHAT EXTENT HAS AN APPROPRIATE MIX OF EU AND LOCAL STAFF BEEN ACHIEVED?	<u>PODGORICA-SENIOR MANAGERS</u>	<u>PODGORICA-PROGRAMME MANAGERS</u>	<u>PODGORICA-TASK MANAGERS</u>
	AVERAGE	AVERAGE	AVERAGE
EQ 14 TO WHAT EXTENT HAS AN APPROPRIATE MIX OF EU AND LOCAL STAFF BEEN ACHIEVED?	<u>SKOPJE-SENIOR MANAGERS</u>	<u>SKOPJE-PROGRAMME MANAGERS</u>	
	AVERAGE	AVERAGE	

TABLE G-20 – AVERAGE RESPONSES TO THE EVALUATION QUESTION No. 15

	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
EQ 15. TO WHAT DEGREE HAS THE AGENCY BEEN ABLE TO ENSURE THAT CONTRACTED CONSULTANTS AND FIRMS HAVE RELEVANT SKILLS AND EXPERIENCE TO CONDUCT THE TASKS ENTRUSTED TO THEM?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

TABLE G-21 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 16 AND ITS SUB-QUESTIONS

	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGER S-ALL CENTRES	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
EQ 16 HAS A CLEAR DIVISION OF RESPONSIBILITY BEEN ESTABLISHED BETWEEN POSITIONS TO ENSURE THE OVERALL COORDINATION OF WORK AT HQ, OCS, AND AGENCY-WIDE LEVEL?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	AVERAGE
16.1 TO WHAT EXTENT DID THE AGENCY ESTABLISH CLEAR JOB DESCRIPTIONS, DEMARCATION OF JURISDICTION BETWEEN POSITIONS, POWERS AND RESPONSIBILITIES OF THE INCUMBENTS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE
16.2 TO WHAT EXTENT IS THE STAFF INFORMED OF THE DIVISION OF RESPONSIBILITY BETWEEN POSITIONS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	AVERAGE
16.1 TO WHAT EXTENT DID THE AGENCY ESTABLISH CLEAR JOB DESCRIPTIONS, DEMARCATION OF JURISDICTION BETWEEN POSITIONS, POWERS AND RESPONSIBILITIES OF THE INCUMBENTS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE

	BELGRADE-SENIOR MANAGERS	BELGRADE-PROGRAMME MANAGERS	BELGRADE-TASK MANAGERS
EQ 16 HAS A CLEAR DIVISION OF RESPONSIBILITY BEEN ESTABLISHED BETWEEN POSITIONS TO ENSURE THE OVERALL COORDINATION OF WORK AT HQ, OCS, AND AGENCY-WIDE LEVEL?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
16.1 TO WHAT EXTENT DID THE AGENCY ESTABLISH CLEAR JOB DESCRIPTIONS, DEMARCATION OF JURISDICTION BETWEEN POSITIONS, POWERS AND RESPONSIBILITIES OF THE INCUMBENTS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
16.2 TO WHAT EXTENT IS THE STAFF INFORMED OF THE DIVISION OF RESPONSIBILITY BETWEEN POSITIONS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE

	PRISTINA-SENIOR MANAGERS	PRISTINA-PROGRAMME MANAGERS	PRISTINA-TASK MANAGERS
EQ 16 HAS A CLEAR DIVISION OF RESPONSIBILITY BEEN ESTABLISHED BETWEEN POSITIONS TO ENSURE THE OVERALL COORDINATION OF WORK AT HQ, OCS, AND AGENCY-WIDE LEVEL?	AVERAGE	AVERAGE	AVERAGE
16.1 TO WHAT EXTENT DID THE AGENCY ESTABLISH CLEAR JOB DESCRIPTIONS, DEMARCATION OF JURISDICTION BETWEEN POSITIONS, POWERS AND RESPONSIBILITIES OF THE INCUMBENTS?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
16.2 TO WHAT EXTENT IS THE STAFF INFORMED OF THE DIVISION OF RESPONSIBILITY BETWEEN POSITIONS?	MUCH ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE

	PODGORICA-SENIOR MANAGERS	PODGORICA-PROGRAMME MANAGERS	PODGORICA-TASK MANAGERS
EQ 16 HAS A CLEAR DIVISION OF RESPONSIBILITY BEEN ESTABLISHED BETWEEN POSITIONS TO ENSURE THE OVERALL COORDINATION OF WORK AT HQ, OCS, AND AGENCY-WIDE LEVEL?	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE
16.1 TO WHAT EXTENT DID THE AGENCY ESTABLISH CLEAR JOB DESCRIPTIONS, DEMARCATION OF JURISDICTION BETWEEN POSITIONS, POWERS AND RESPONSIBILITIES OF THE INCUMBENTS?	MUCH ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
16.2 TO WHAT EXTENT IS THE STAFF INFORMED OF THE DIVISION OF RESPONSIBILITY BETWEEN POSITIONS?	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE

	SKOPJE-SENIOR MANAGERS	SKOPJE-PROGRAMME MANAGERS
EQ 16 HAS A CLEAR DIVISION OF RESPONSIBILITY BEEN ESTABLISHED BETWEEN POSITIONS TO ENSURE THE OVERALL COORDINATION OF WORK AT HQ, OCS, AND AGENCY-WIDE LEVEL?	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE
16.1 TO WHAT EXTENT DID THE AGENCY ESTABLISH CLEAR JOB DESCRIPTIONS, DEMARCATION OF JURISDICTION BETWEEN POSITIONS, POWERS AND RESPONSIBILITIES OF THE INCUMBENTS?	MUCH ABOVE AVERAGE	ABOVE AVERAGE
16.2 TO WHAT EXTENT IS THE STAFF INFORMED OF THE DIVISION OF RESPONSIBILITY BETWEEN POSITIONS?	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE

TABLE G-22 – AVERAGE RESPONSES TO THE EVALUATION QUESTION NO. 17 AND ITS SUB-QUESTIONS

	SENIOR MANAGERS-ALL CENTRES	PROGRAMME MANAGERS-ALL CENTRES	TASK MANAGERS-ALL CENTRES	SKOPJE-ALL GROUPS	BELGRADE-ALL GROUPS	PODGORICA-ALL GROUPS	PRISTINA-ALL GROUPS
EQ 17 TO WHAT EXTENT HAVE THE STAFF EMPLOYMENT SYSTEM AND TRAINING ACTIVITIES ENSURED THE CONTINUOUS DEPLOYMENT OF APPROPRIATELY QUALIFIED AND EXPERIENCED STAFF?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE
17.1 IN YOUR OPINION, TO WHAT EXTENT THE RECRUITMENT PROCESS PROVIDES FOR TIMELY ENGAGEMENT OF PERSONS WITH THE REQUIRED PROFILES?	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE
17.2 IN YOUR OPINION, TO WHAT EXTENT THE EMPLOYMENT CONDITIONS ARE SUITABLE FOR ATTRACTING WELL QUALIFIED STAFF AND ALLOW FOR FLEXIBILITY?	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE
17.3 IN YOUR OPINION, TO WHAT EXTENT THE TRAINING PROVIDED ENHANCES THE SKILLS TO THE REQUIREMENTS OF THE JOB?	ABOVE AVERAGE	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	BELOW AVERAGE	BELOW AVERAGE	AVERAGE

	BELGRADE-SENIOR MANAGERS	BELGRADE-PROGRAMME MANAGERS	BELGRADE-TASK MANAGERS
EQ 17 TO WHAT EXTENT HAVE THE STAFF EMPLOYMENT SYSTEM AND TRAINING ACTIVITIES ENSURED THE CONTINUOUS DEPLOYMENT OF APPROPRIATELY QUALIFIED AND EXPERIENCED STAFF?	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE
17.1 IN YOUR OPINION, TO WHAT EXTENT THE RECRUITMENT PROCESS PROVIDES FOR TIMELY ENGAGEMENT OF PERSONS WITH THE REQUIRED PROFILES?	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE
17.2 IN YOUR OPINION, TO WHAT EXTENT THE EMPLOYMENT CONDITIONS ARE SUITABLE FOR ATTRACTING WELL QUALIFIED STAFF AND ALLOW FOR FLEXIBILITY?	MUCH ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE
17.3 IN YOUR OPINION, TO WHAT EXTENT THE TRAINING PROVIDED ENHANCES THE SKILLS TO THE REQUIREMENTS OF THE JOB?	BELOW AVERAGE	BELOW AVERAGE	AVERAGE

	PRISTINA-SENIOR MANAGERS	PRISTINA-PROGRAMME MANAGERS	PRISTINA-TASK MANAGERS
EQ 17 TO WHAT EXTENT HAVE THE STAFF EMPLOYMENT SYSTEM AND TRAINING ACTIVITIES ENSURED THE CONTINUOUS DEPLOYMENT OF APPROPRIATELY QUALIFIED AND EXPERIENCED STAFF?	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE
17.1 IN YOUR OPINION, TO WHAT EXTENT THE RECRUITMENT PROCESS PROVIDES FOR TIMELY ENGAGEMENT OF PERSONS WITH THE REQUIRED PROFILES?	MUCH ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE
17.2 IN YOUR OPINION, TO WHAT EXTENT THE EMPLOYMENT CONDITIONS ARE SUITABLE FOR ATTRACTING WELL QUALIFIED STAFF AND ALLOW FOR FLEXIBILITY?	ABOVE AVERAGE	AVERAGE	ABOVE AVERAGE
17.3 IN YOUR OPINION, TO WHAT EXTENT THE TRAINING PROVIDED ENHANCES THE SKILLS TO THE REQUIREMENTS OF THE JOB?		AVERAGE	ABOVE AVERAGE

	PODGORICA-SENIOR MANAGERS	PODGORICA-PROGRAMME MANAGERS	PODGORICA-TASK MANAGERS
EQ 17 TO WHAT EXTENT HAVE THE STAFF EMPLOYMENT SYSTEM AND TRAINING ACTIVITIES ENSURED THE CONTINUOUS DEPLOYMENT OF APPROPRIATELY QUALIFIED AND EXPERIENCED STAFF?	ABOVE AVERAGE	AVERAGE	AVERAGE
17.1 IN YOUR OPINION, TO WHAT EXTENT THE RECRUITMENT PROCESS PROVIDES FOR TIMELY ENGAGEMENT OF PERSONS WITH THE REQUIRED PROFILES?	MUCH ABOVE AVERAGE	MUCH ABOVE AVERAGE	ABOVE AVERAGE
17.2 IN YOUR OPINION, TO WHAT EXTENT THE EMPLOYMENT CONDITIONS ARE SUITABLE FOR ATTRACTING WELL QUALIFIED STAFF AND ALLOW FOR FLEXIBILITY?	MUCH ABOVE AVERAGE	ABOVE AVERAGE	AVERAGE
17.3 IN YOUR OPINION, TO WHAT EXTENT THE TRAINING PROVIDED ENHANCES THE SKILLS TO THE REQUIREMENTS OF THE JOB?	AVERAGE		AVERAGE

	<i>SKOPJE-SENIOR MANAGERS</i>	<i>SKOPJE- PROGRAMME MANAGERS</i>
EQ 17 TO WHAT EXTENT HAVE THE STAFF EMPLOYMENT SYSTEM AND TRAINING ACTIVITIES ENSURED THE CONTINUOUS DEPLOYMENT OF APPROPRIATELY QUALIFIED AND EXPERIENCED STAFF?	<i>MUCH ABOVE AVERAGE</i>	<i>ABOVE AVERAGE</i>
17.1 IN YOUR OPINION, TO WHAT EXTENT THE RECRUITMENT PROCESS PROVIDES FOR TIMELY ENGAGEMENT OF PERSONS WITH THE REQUIRED PROFILES?	<i>MUCH ABOVE AVERAGE</i>	<i>ABOVE AVERAGE</i>
17.2 IN YOUR OPINION, TO WHAT EXTENT THE EMPLOYMENT CONDITIONS ARE SUITABLE FOR ATTRACTING WELL QUALIFIED STAFF AND ALLOW FOR FLEXIBILITY?	<i>MUCH ABOVE AVERAGE</i>	<i>MUCH ABOVE AVERAGE</i>
17.3 IN YOUR OPINION, TO WHAT EXTENT THE TRAINING PROVIDED ENHANCES THE SKILLS TO THE REQUIREMENTS OF THE JOB?	<i>MUCH ABOVE AVERAGE</i>	<i>AVERAGE</i>

4. GRAPHICS OF THE SURVEY.

FIGURE G-1: QUESTION N° 1 – THE WHAT EXTEND HAVE THE GOVERNING ARRANGEMENTS OF THE AGENCY ADDED VALUE TO THE WORK OF THE AGENCY.

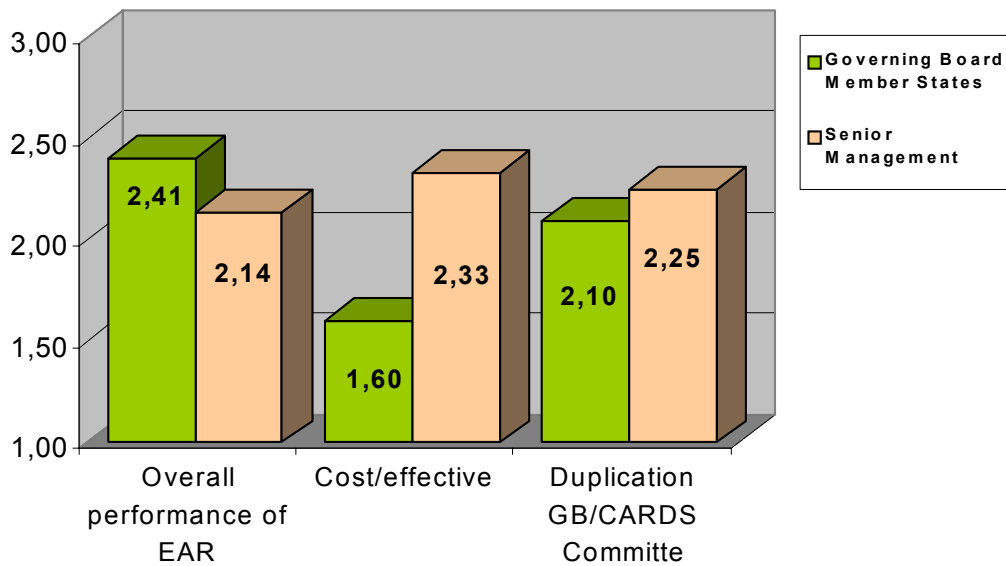
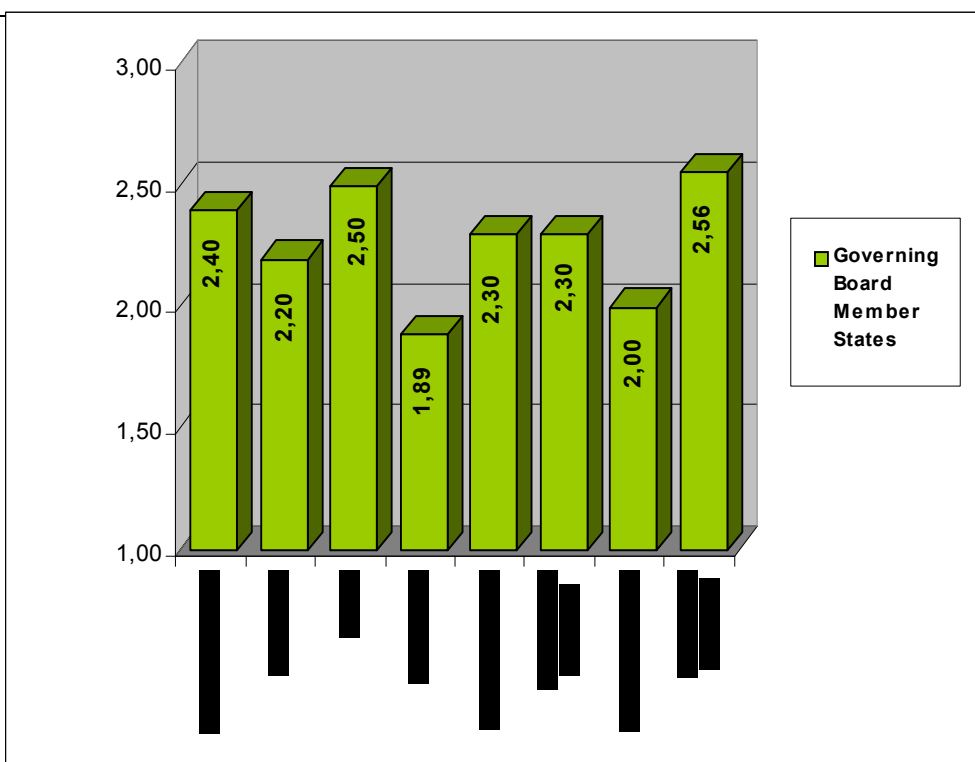


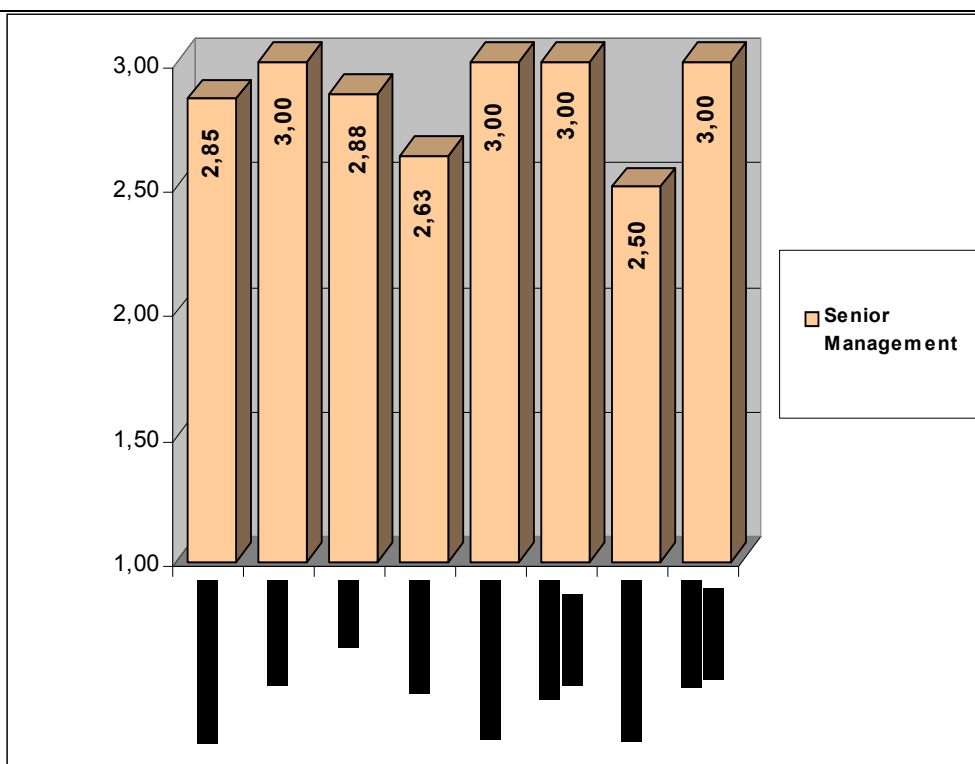
FIGURE G-2: QUESTION N° 5 – WHAT CHARACTERISES THE AGENCY MODEL? (GOVERNING BOARD MEMBER STATES)



LEGEND of Question 5

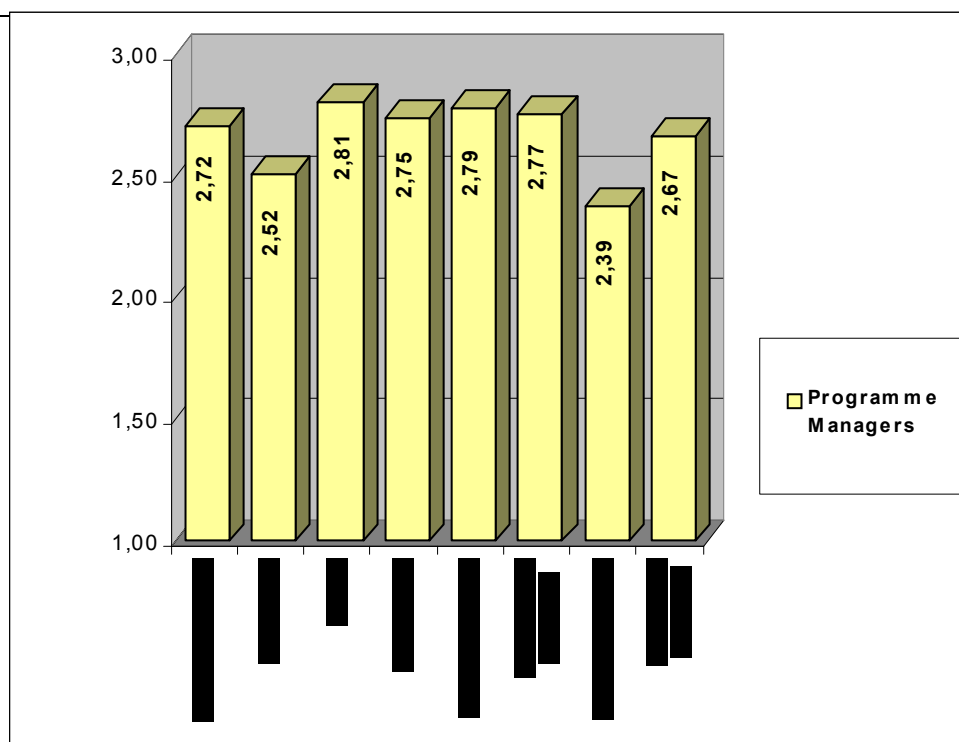
Accountability to stakeholders	ACCOUNTABILITY
Flexibility and responsiveness to requests	FLEXIBILITY
Acuity and sensitivity to local needs	ACUITY
Ownership of beneficiaries	OWNERSHIP
Accessibility, transparency and openness	TRANSPARENCY
Agility and speed in delivery of services	DELIVERY OF SERVICES
Innovativeness in programming	INNOVATIVENESS
Quality, courtesy and consideration in delivery of service	QUALITY OF SERVICES

FIGURE G-3: QUESTION N° 5 – WHAT CHARACTERISES THE AGENCY MODEL? (SENIOR MANAGEMENT)



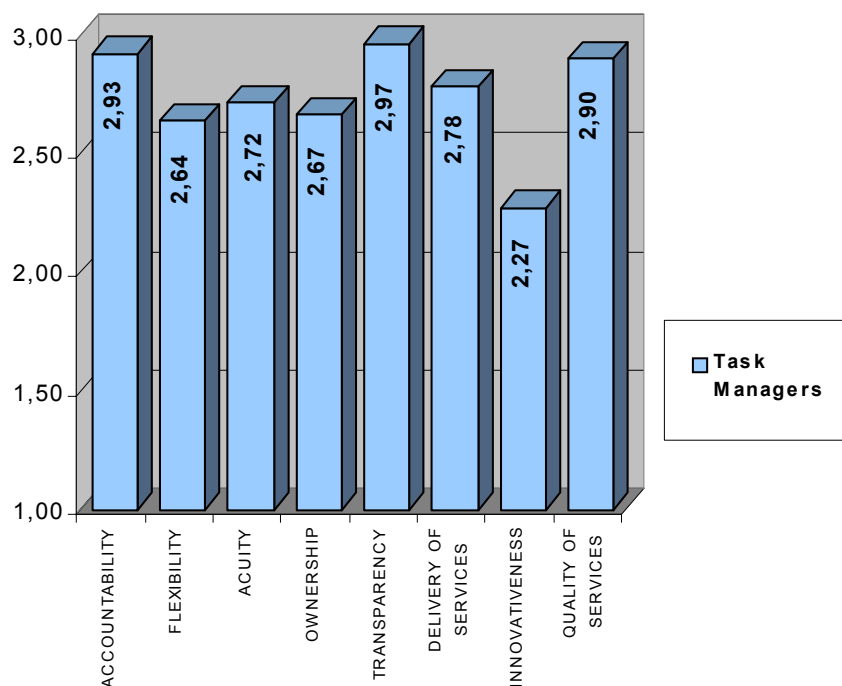
LEGEND of Question 5	
Accountability to stakeholders	ACCOUNTABILITY
Flexibility and responsiveness to requests	FLEXIBILITY
Acuity and sensitivity to local needs	ACUITY
Ownership of beneficiaries	OWNERSHIP
Accessibility, transparency and openness	TRANSPARENCY
Agility and speed in delivery of services	DELIVERY OF SERVICES
Innovativeness in programming	INNOVATIVENESS
Quality, courtesy and consideration in delivery of service	QUALITY OF SERVICES

FIGURE G-4: QUESTION N° 5 – WHAT CHARACTERISES THE AGENCY MODEL? (PROGRAMME MANAGERS)



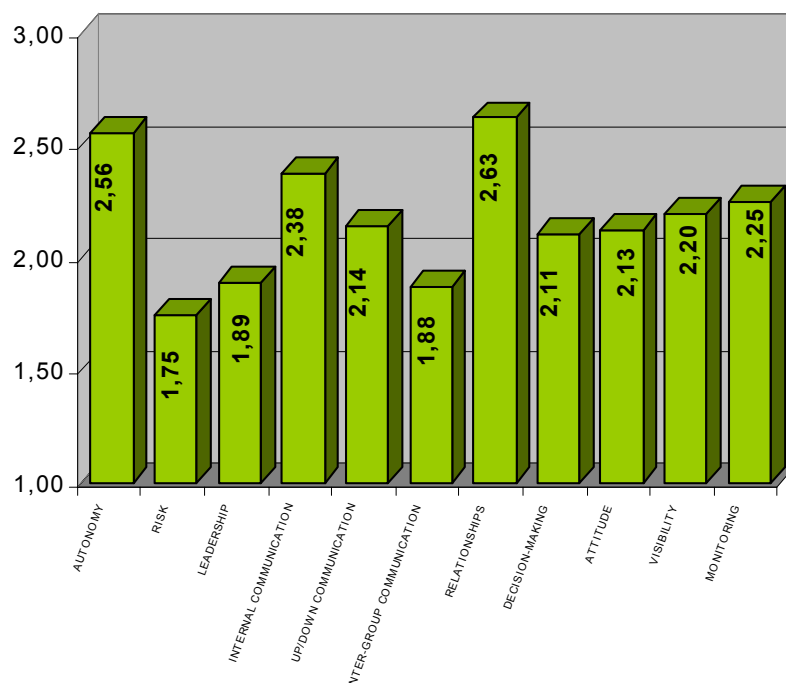
LEGEND of Question 5	
Accountability to stakeholders	ACCOUNTABILITY
Flexibility and responsiveness to requests	FLEXIBILITY
Acuity and sensitivity to local needs	ACUITY
Ownership of beneficiaries	OWNERSHIP
Accessibility, transparency and openness	TRANSPARENCY
Agility and speed in delivery of services	DELIVERY OF SERVICES
Innovativeness in programming	INNOVATIVENESS
Quality, courtesy and consideration in delivery of service	QUALITY OF SERVICES

FIGURE G-5: QUESTION N° 5 – WHAT CHARACTERISES THE AGENCY MODEL? (TASK MANAGERS)



LEGEND of Question 5	
Accountability to stakeholders	ACCOUNTABILITY
Flexibility and responsiveness to requests	FLEXIBILITY
Acuity and sensitivity to local needs	ACUITY
Ownership of beneficiaries	OWNERSHIP
Accessibility, transparency and openness	TRANSPARENCY
Agility and speed in delivery of services	DELIVERY OF SERVICES
Innovativeness in programming	INNOVATIVENESS
Quality, courtesy and consideration in delivery of service	QUALITY OF SERVICES

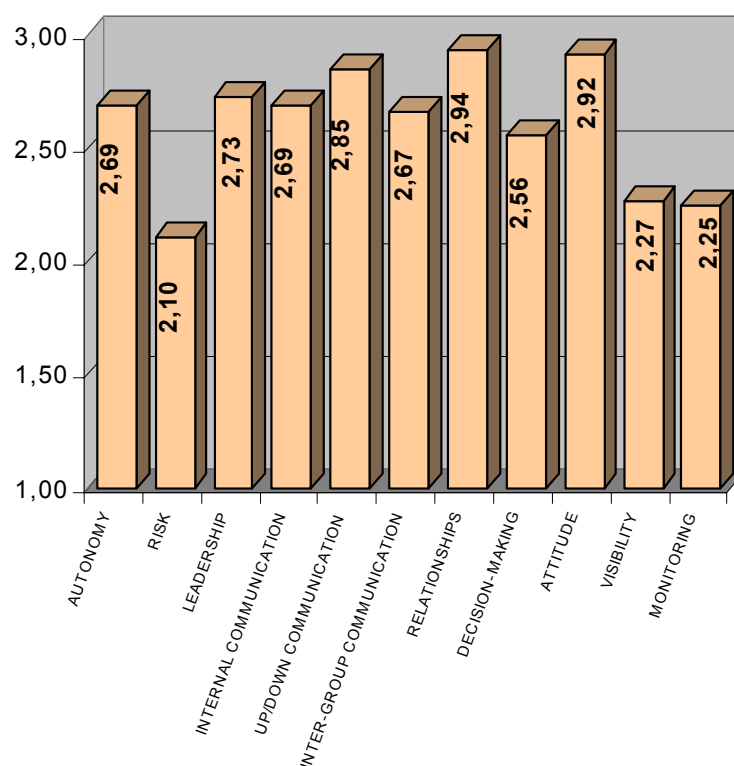
FIGURE G-6: QUESTION N° 5.1 – WHAT ASPECTS OF THE AGENCY’S “CHARACTERISTICS” AND “SPECIFICITIES” CONTRIBUTE TO MEET EXPECTATIONS? (GOVERNING BOARD MEMBER STATES)



LEGEND of Question 5.1

Autonomy and empowerment of staff	AUTONOMY
Propensity to risk taking	RISK
Leadership style	LEADERSHIP
Informal internal communication patterns	INTERNAL COMMUNICATION
Ease and flexibility in upward and downward communications	UP/DOWN COMMUNICATION
Lateral communications and inter-group cooperation and coordination	INTER-GROUP COMMUNICATION
Work climate and the quality of the relationships between people	RELATIONSHIPS
Clarity of the organisational structure and the decision making process	DECISION-MAKING
Attitude towards work	ATTITUDE
High visibility of Community programmes	VISIBILITY
Tight monitoring of progress towards realization of the objectives	MONITORING

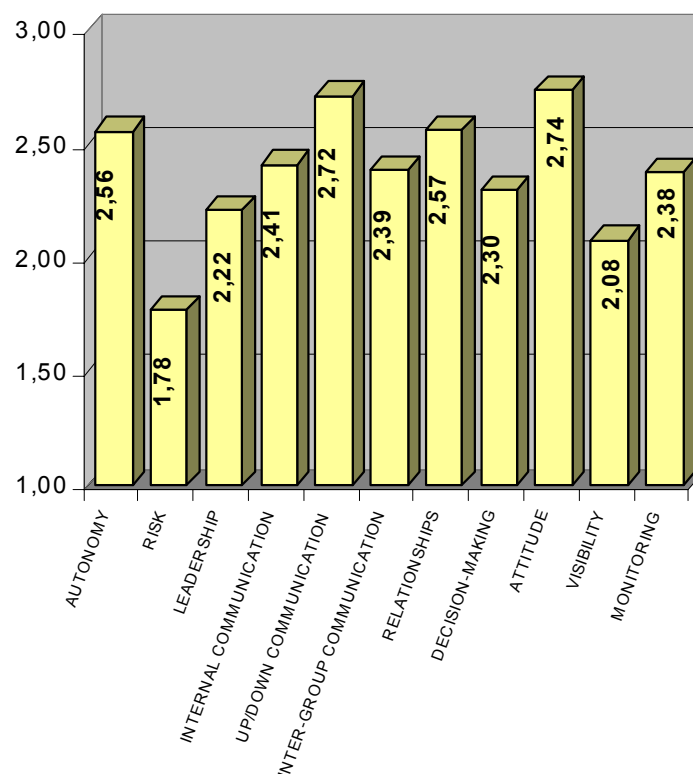
FIGURE G-7: QUESTION N° 5.1 – WHAT ASPECTS OF THE AGENCY’S “CHARACTERISTICS” AND “SPECIFICITIES” CONTRIBUTE TO MEET EXPECTATIONS? (SENIOR MANAGEMENT)



LEGEND of Question 5.1

Autonomy and empowerment of staff	AUTONOMY
Propensity to risk taking	RISK
Leadership style	LEADERSHIP
Informal internal communication patterns	INTERNAL COMMUNICATION
Ease and flexibility in upward and downword communications	UP/DOWN COMMUNICATION
Lateral communications and inter-group cooperation and coordination	INTER-GROUP COMMUNICATION
Work climate and the quality of the relationships between people	RELATIONSHIPS
Clarity of the organisational structure and the decision making process	DECISION-MAKING
Attitude towards work	ATTITUDE
High visibility of Community programmes	VISIBILITY
Tight monitoring of progress towards realization of the objectives	MONITORING

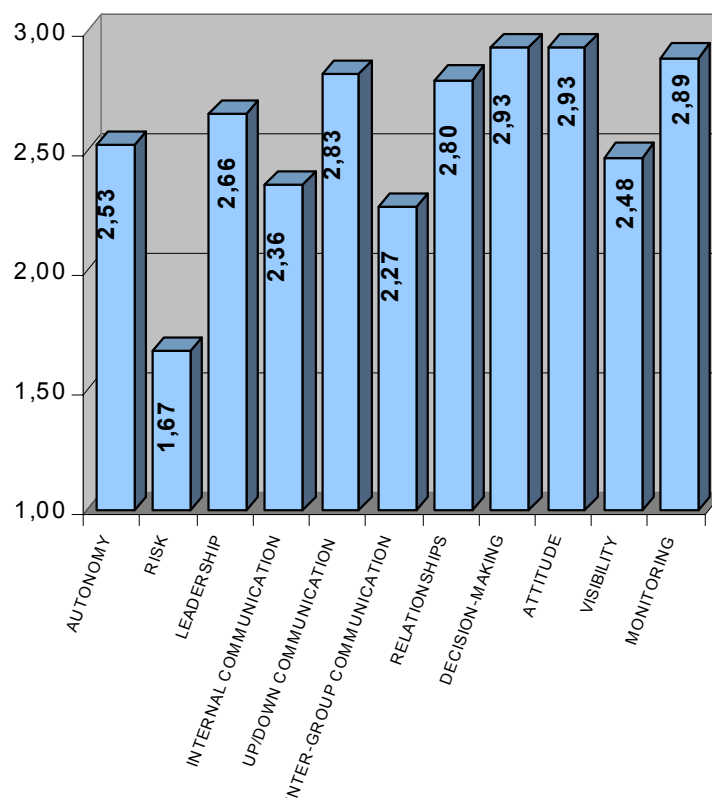
FIGURE G-8: QUESTION N° 5.1 – WHAT ASPECTS OF THE AGENCY’S “CHARACTERISTICS” AND “SPECIFICITIES” CONTRIBUTE TO MEET EXPECTATIONS? (PROGRAMME MANAGERS)



LEGEND of Question 5.1

Autonomy and empowerment of staff	AUTONOMY
Propensity to risk taking	RISK
Leadership style	LEADERSHIP
Informal internal communication patterns	INTERNAL COMMUNICATION
Ease and flexibility in upward and downword communications	UP/DOWN COMMUNICATION
Lateral communications and inter-group cooperation and coordination	INTER-GROUP COMMUNICATION
Work climate and the quality of the relationships between people	RELATIONSHIPS
Clarity of the organisational structure and the decision making process	DECISION-MAKING
Attitude towards work	ATTITUDE
High visibility of Community programmes	VISIBILITY
Tight monitoring of progress towards realization of the objectives	MONITORING

FIGURE G-9: QUESTION N° 5.1 – WHAT ASPECTS OF THE AGENCY’S “CHARACTERISTICS” AND “SPECIFICITIES” CONTRIBUTE TO MEET EXPECTATIONS? (TASK MANAGERS)



LEGEND of Question 5.1

Autonomy and empowerment of staff	AUTONOMY
Propensity to risk taking	RISK
Leadership style	LEADERSHIP
Informal internal communication patterns	INTERNAL COMMUNICATION
Ease and flexibility in upward and downward communications	UP/DOWN COMMUNICATION
Lateral communications and inter-group cooperation and coordination	INTER-GROUP COMMUNICATION
Work climate and the quality of the relationships between people	RELATIONSHIPS
Clarity of the organisational structure and the decision making process	DECISION-MAKING
Attitude towards work	ATTITUDE
High visibility of Community programmes	VISIBILITY
Tight monitoring of progress towards realization of the objectives	MONITORING

FIGURE G-10: QUESTION N° 7 – HAS THE AGENCY BEEN GIVEN A CLEAR STRATEGIC FRAMEWORK AND GUIDELINES WITHIN WHICH TO DEVELOP SPECIFIC, REALISTIC AND OPERATIONAL OBJECTIVES IN ITS WORK PROGRAMMES?

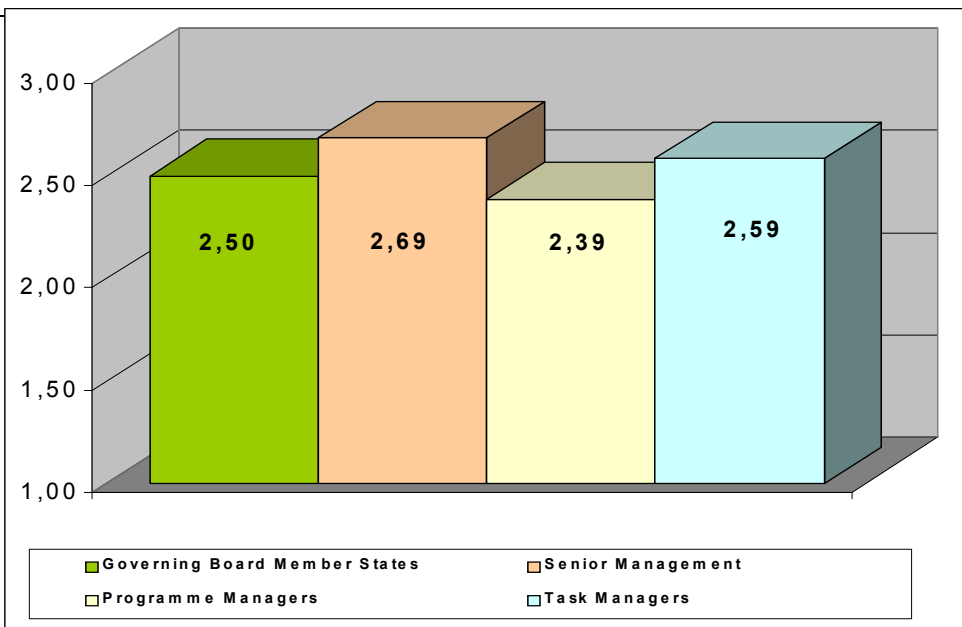


FIGURE G-11: QUESTION N° 8 – HOW FAR HAS THE AGENCY IDENTIFIED PROJECTS WHICH SHOW SENSITIVITY TO KEY ASPECTS OF OWNERSHIP AND SUSTAINABILITY?

