

EVALUATION ROADMAP			
TITLE OF THE EVALUATION	Evaluation of IPA Cross-border Cooperation Programmes 2007-2013		
LEAD DG RESPONSIBLE UNIT	DG NEAR	DATE OF THIS ROADMAP	05 / 2015
TYPE OF EVALUATION	Evaluation Ex-post Mixed	PLANNED START DATE	Q4 / 2015
		PLANNED COMPLETION DATE	Q4 / 2016
		PLANNING CALENDAR	http://ec.europa.eu/smart-regulation/evaluation/index_en.htm
This indicative roadmap is provided for information purposes only and is subject to change.			

A. Purpose
(A.1) Purpose
<p>The evaluation shall assess whether the IPA CBC programmes 2007-2013 have achieved or are achieving their planned objectives, in terms of their impact, effectiveness, efficiency, sustainability and EU added value. It should identify the type of outcomes the programmes have obtained/are obtaining to build to the extent possible a baseline for the future programmes. In addition, it should take stock of the lessons learned and provide recommendations for the improvement of the programming and implementation of IPA II CBC programmes. It should support building adequate performance indicators to monitor the progress of the new programmes and aggregate data at the level of IPA territorial cooperation.</p> <p>The outputs of the evaluation will be used to improve the capacity of the IPA II CBC Programmes to achieve their objectives, among other in regard to the possibility of:</p> <ul style="list-style-type: none"> - upscaling the Programmes in the coming years, - improving the efficiency of the programme - improving the design of the programmes with special emphasis on monitoring and evaluation, - improving the visibility of the programmes - extending the duration of grant contracts, - establishing long-term partnerships, - introducing operating grants.
(A.2) Justification
<p>An interim evaluation of IPA CBC Programmes in the Western Balkans (conducted in two phases in 2010 ('Governance structures') and 2011 ('Performance of the assistance') and an IAC audit (AU 03/2012) were carried out in 2010-2011 and 2012 respectively. The results and recommendations of both exercises were taken on board for the revision of the Programmes and for the preparation of the CBC related IPA II legal framework and the IPA II CBC programmes for the period 2014-2020. It should be noted that in 2011 not all Programmes had started their operational implementation and only one Call for Proposals per Programme was completed and therefore the real impact evaluation was based on a limited set of information.</p> <p>The 2014-2020 Programmes have incorporated some innovations aimed at improving the effectiveness and enhancing the impact as well as at simplifying the programmes' management and implementation. Namely:</p> <ul style="list-style-type: none"> • The programmes are more focused, concentrating on a maximum of four (out of a menu of eight) thematic priorities for the seven year period, and eligibility has been restricted not only as regards territories but also beneficiaries. Call for proposals will be more focused not only thematically but also as regards target groups. This should deliver better and more visible results and strengthen the impact of the CBC operations; • The management of CBC programmes has been simplified at all the stages of the programme management cycle with the objective to reduce the workload associated to its management. The key

elements of this simplification include a single budget per programme, a single contracting authority and single contract per grant (project). All these elements should reduce at least by half the workload associated with this type of programmes in the period 2007-2013.

However, an overall evaluation of the implementation of Cross-border Cooperation Programmes (Intra Western Balkan Borders) still needs to be carried out as also outlined in the 2013 action plan following the recommendation of the Audit Report on CBC – IAC AU 03/2012.

B. Content and subject of the evaluation

(B.1) Subject area

Full-fledged cross-border cooperation (CBC) between Western Balkans countries at their common borders was initiated for the first time in 2007 under the new Instrument for Pre-accession Assistance (IPA). Since then 11 bilateral CBC programmes have been established for the period 2007-2013, followed by 8 bilateral CBC programmes for the period 2014-2020 (same programmes except the 3 in which Croatia was participating). The CBC programmes aim to achieve the three main objectives foreseen for territorial cooperation in the framework of external assistance to pre-accession (IPA Component II and sector Regional and Territorial Cooperation under IPA II): promoting good neighbourly relations, fostering Union integration and promoting socio-economic development.

In addition, the IPA CBC stakeholders have benefited during 2007-2013 programming period from the "Cross-border Institution Building (CBIB+) - Regional technical assistance to Cross-Border Cooperation at Intra-Western Balkans borders" project funded by the European Union (EU) providing technical assistance within the areas of capacity building, knowledge sharing and management. CBIB focused on regional coordination and harmonisation in the context of pre-accession, as well as exchange and transfer of good practice. This type of support will be available also for the next programming period.

(B.2) Original objectives of the intervention

In accordance with the provisions of art.85.2 of the Commission Regulation no 718/2007, for 2007-2013 period the Community assistance aimed at strengthening cross-border cooperation through joint local and regional initiatives, combining both external aid and economic and social cohesion objectives. In particular, the cross border cooperation programmes should have pursued one or more of the following broad objectives:

- (a) promoting sustainable economic and social development in the border areas;
- (b) working together to address common challenges in fields such as environment, natural and cultural heritage, public health and the prevention of and fight against organised crime;
- (c) ensuring efficient and secure borders;
- (d) promoting joint small scale actions involving local actors from the border regions.

For the 2014-2020 programming period, following the provisions of art. 2.1 d), 4.4 and 6 of the EU Regulation no 231/2014, the Multi-Country Indicative Strategy Paper states that "promoting good neighbourly relations remains the overall objective for territorial cooperation in the region". This main objective has been pursued through specific priorities and measures under "IPA I" as well as broken down into programme priorities under IPA II. However, given the relevance of this objective, a more detailed definition would be necessary in order to extrapolate key results and indicators for each of the 8 IPA II CBC programmes.

(B.3) How the objectives were to be achieved

The 2007-2013 Multi annual programmes for cross border cooperation (CBC programmes) were adopted by the Commission for a period of seven years on the basis of principles and objectives set out in the relevant Multi-annual indicative planning documents of each of the beneficiary countries, the latter containing the major areas of intervention for the CBC component.

The CBC programmes which set the priorities for the IPA interventions were elaborated in partnership by the authorities of the participating beneficiary countries. The programmes include an analysis of the CBC area and the identified needs on the basis of which the priority axis were defined and further broken down into measures. They also include an indication of the key actions planned as well as financial and implementation arrangements, among others.

IPA CBC programmes are implemented mainly through calls for proposals. Projects selected under the calls combine 'people-to-people' projects with small limited budgets with bigger projects in a variety of sectors

targeting identified common needs in the border area. The projects are implemented in partnership by final beneficiaries from at least two participating countries which cooperate in at least one of the following ways for each project: joint development, joint implementation, joint staffing and joint financing. The average size of the grant awarded per beneficiary (participating in a joint project) is around 120.000 Euro. For the implementation of CBC programmes up to now around 197 grant contracts have been signed, out of which 48 are already closed. It is expected that until the end of 2015 additional 100 grant contracts will be signed. In addition, following the provisions of art. 95 of the Commission Regulation no.718/2007, allowing for projects to be identified by participating countries outside calls for proposals, 5 strategic projects have been financed by CBC programmes.

As compared to the previous generation of programmes, the 2014-2020 CBC programmes should be more focused, as they had to select a maximum of four (out of a menu of eight) thematic priorities¹ for the seven year period. Specific objectives, expected results, indicators and indicative activities were defined in the programmes at the level of each selected thematic priority.

The preparation, management and implementation of each CBC programme are supported by a technical assistance priority with a specific budget allocation from the overall IPA budget of the programme. More information on the programme priorities/thematic priorities defined/selected for each CBC programme for 2007-2013 and 2014-2020 can be found in Annex I.

C. Scope of the evaluation

(C.1) Topics covered

The evaluation covers the IPA 2007-2013 CBC programmes (retrospective) to identify lessons learned and provide recommendations for IPA II CBC programmes (prospective).

The nature of this evaluation should be twofold:

- retrospective:

- a) Assess to which extent IPA 2007-2013 CBC Programmes in the Western Balkans have achieved/are achieving their main objectives and what type/level of impact (outcomes) they have obtained/are obtaining in the target population (tacking stock of methodology and results of previous evaluations) to build to the extent possible a baseline for the next generation of programmes. In relation to that, the value added of CBC as a means/tool to achieve those objectives shall be assessed as well;
- b) Review/assess the existing practice in programme implementation, monitoring and performance measurement of IPA CBC programmes, coming up with findings/conclusions about the pitfalls, drawbacks of the current systems and operational recommendations for improving the implementation, monitoring (including reporting) and evaluation of the new IPA II CBC programmes both at project and programme levels;

- prospective:

- c) Analyse the IPA II CBC Programmes and provide an assessment of their improvements in design in relation to previous generations of CBC Programmes considering the results of previous evaluations (e.g. programme intervention logic, management and monitoring arrangements);
- d) Support the development of a structured performance framework through the formulation of recommendations for the definition of a common set of process, output and outcome indicators with baseline to measure the impact with regard to the main policy objectives, in particular the objective 'promoting good neighbourly relations, confidence building and reconciliation' - particularly relevant in a post-conflict area as the Western Balkans;
- e) Based on a needs assessment, recommend capacity building type of actions to be implemented through technical assistance (within and across the programmes, at project and programme levels) to ensure the proper functioning of monitoring and evaluation systems in the framework of IPA II CBC.

The evaluation will also analyse the (elements of) performance framework put in place in the context of IPA II Cross-Border Cooperation Programmes between IPA II Beneficiaries and Member States and ENI Cross-Border Cooperation Programmes to identify good practices that could be of use for the IPA II CBC programmes in the Western Balkans, while keeping in mind the differences between the set-up of these programmes. (e.g. list of

¹ Annex III Thematic priorities for assistance for territorial cooperation of EU Regulation no.231/2014

common output indicators).

Based on the relevant findings, conclusions and lessons learned above, the evaluation will provide relevant operational and concrete recommendations for the:

- Improvement of the design of IPA II CBC programmes;
- Improvement of the monitoring and evaluation systems of IPA II CBC programmes;
- Development of a performance framework to systematically assess the progress of IPA II CBC programmes and to steer/recalibrate the assistance toward those targets which are still lagging behind;
- Improvement of the capacity IPA II CBC Programmes to achieve their objectives.

The evaluation will focus on the following IPA CBC programmes:

- Serbia - Bosnia and Herzegovina
- Serbia – Montenegro
- Montenegro – Bosnia and Herzegovina
- Montenegro – Albania
- Albania – the former Yugoslav Republic of Macedonia
- the former Yugoslav Republic of Macedonia – Kosovo*
- Albania – Kosovo
- Kosovo – Montenegro
- Croatia – Montenegro
- Croatia – Serbia
- Croatia - Bosnia and Herzegovina

(C.2) Issues to be examined

Indicative evaluation questions:

I. Performance assessment of IPA CBC Programmes 2007-2013 between Western Balkans Countries

Relevance

- To what extent have the (original) objectives of IPA CBC programmes proven to have been appropriate for the needs of the communities in the border areas? To what extent did the CBC projects proved relevant to address those needs?

Effectiveness

- To what extent the CBC Programmes have achieved/are achieving their main objectives and what type/level of impact (outcomes) they have obtained/are obtaining in the target population? To what extent have the overall objectives of IPA CBC component been achieved?
- What have been the (quantitative and qualitative) effects of the CBC programmes in the concerned border areas?
- To what extent do the observed effects correspond to the set objectives?
- To what extent can these changes/effects be credited to the CBC programmes?
- What factors influenced the achievements observed?
- To what extent did different factors influence the achievements observed?
- Where there any unexpected results achieved?

Efficiency

- To what extent were the calls for proposals appropriately designed to lead to the selection of good quality CBC projects? To what extent the size and duration of grants was appropriate for the achievement of

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

expected results?

- To what extent have the selected projects been designed to deliver cross-border impacts and benefits? What could be improved for the next programming period?
- To what extent do the project beneficiaries have the necessary capacity (technical and financial) to promote and implement CBC projects?
- To what extent the organization of selection and contracting processes has led to a timely implementation of projects and delivery of results? Were there adequate procedures and structures in place both jointly (e.g. JMC, JTS) and on each side of the border (NIPAC, Operating Structures, EU Delegation) to ensure the efficient and effective achievement of the programme and project objectives?
- To what extent has the management of the technical assistance priority supported appropriately the implementation of the CBC programmes? To what extent have the activities of the CBIB+ project contributed to building the capacity of the programme authorities to manage CBC programmes through regional coordination, harmonisation, exchange and transfer of good practices?
- To what extent are the monitoring systems setup to function at regular intervals and be capable of collecting data, detecting problems and issues? To what extent were the indicators appropriately designed to measure the progress in relation to the baseline situation and the effectiveness of the targets implementing the priorities? To what extent were the targets set realistic?

Impact

- Have the CBC Programmes helped to create good neighbourly relations between the participating countries and between local populations living in the border area? Have the programmes lead to improved/new CBC links between national, regional and local authorities of the participating beneficiary countries?
- To what extent have the CBC programmes increased the visibility of EU support/funding in the eligible regions?
- Which sustainable impact has EU support made on the development of the Cross border co-operation and how can this be measured?
- What areas have benefitted the most from CBC intervention? In which sectors CBC interventions can achieve the most impact in the most effective manner? In which sectors should CBC assistance be focused in the future?
- Which impacts and outcomes can be identified across the programmes?

Sustainability

- Has sustainable capacity been created in the beneficiary institutions to manage future assistance?
- To what extent are the partnerships across the borders likely to continue after the end of the projects?
- To what extent do the expected impacts and sustainability vary by type of beneficiary (e.g. municipality, NGO, educational institution)?

Coherence

- To what extent did the CBC programmes and projects complement regional, national, EU strategies / programmes and other assistance present in the concerned border regions?
- To what extent are the CBC programmes coherent with other interventions implemented in the border areas which have similar objectives?
- To what extent are CBC projects coherent with other actions implemented in the border area?

EU added value

- What is the additional value resulting from the EU support to cross border cooperation between the Western Balkans Countries?
- To what extent do the issues addressed by cross border cooperation between the Western Balkans Countries continue to require EU support? What would be the most likely consequences of stopping or withdrawing the existing EU support?

II. Assessment of quality of design of IPA II CBC Programmes

- To what extent have the lessons learned from the previous programming period been taken into account in the design of the IPA II CBC programmes?
- To what extent do the thematic priorities selected correspond to the needs of the programme area?
- To what extent is/are the overall objective, specific objective(s) and expected results of the programmes clearly formulated and well identified?
- Are the objectives and expected results accompanied by corresponding indicators and sources of verification? Is there a clear connection between them? Are there baselines (with baseline year) and targets to assess satisfactory the progress? Are the targets appropriate and realistic? Are the listed indicative activities foreseen clearly linked to the expected results?

- To what extent are the management arrangements for the implementation of the programmes in place in terms of adequate structures, resources and procedures?

III. Lessons learned and recommendations for a performance framework for IPA II CBC Programmes

- How can the selection and the evaluation process of CBC projects be improved to ensure the achievement of expected results and objectives? What are the lessons learned in terms of design of calls for proposals, adequacy of size of grants and duration of actions, cross border character of selected projects?
- How should the management of technical assistance be improved to better support the programme structures to manage the CBC programmes and the potential beneficiaries to present good quality CBC projects?
- How should the monitoring and reporting systems be improved to allow for a more systematic assessment of the progress of the Programmes and to steer/recalibrate the assistance towards those targets which are still lagging behind?
- How the intervention logic of the IPA II CBC programmes should be improved to contribute to the achievement of the CBC main objectives: promoting good neighbourly relations, fostering Union integration and promoting socio-economic development?
- Which type of capacity building actions could be implemented through technical assistance (within and across the programmes, at project and programme levels) to ensure the proper functioning of monitoring and evaluation systems in the framework of IPA CBC?

Based on the lessons learned and findings the evaluators should formulate recommendations to support the definition of a common set of process, output and outcome indicators with baseline to measure the impact with regard to the main policy objectives, in particular the objective 'promoting good neighbourly relations, confidence building and reconciliation'.

(C.3) Other tasks

Not applicable

D. Evidence base

(D.1) Evidence from monitoring

Each cross-border programme contains among others the following information:

- A description of the cooperation strategy and the priorities and measures chosen for assistance, having regard to the relevant multi-annual indicative planning documents of the beneficiary countries and other relevant national and regional strategic documents;
- Information on the priority axes, the related measures and their specific targets. The targets should have been quantified using a limited number of indicators for output and results, taking into account the proportionality principle. The indicators should make it possible to measure the progress in relation to the baseline situation and the effectiveness of the targets implementing the priorities.

The implementation of the cross-border programmes is monitored by the joint monitoring committee² established by the participating beneficiary countries, which includes representatives of the Commission. The joint monitoring committee has to satisfy itself as to the effectiveness and quality of the implementation of the cross border cooperation programme. The joint monitoring committee and the operating structures of the participating beneficiary countries share the responsibility to ensure the quality of the implementation of the cross-border programme. They should carry out monitoring by reference to the indicators mentioned above.

The operating structures of the participating beneficiary countries send to the Commission and the respective national IPA coordinators annual reports and a final report on the implementation of the cross-border programme after examination by the joint monitoring committee.

The reports referred to above include the following information:

- the progress made in implementing the cross-border programme and priorities in relation to their specific, verifiable targets, with a quantification, wherever and whenever they lend themselves to quantification, using the indicators set at the level of the priority axis;

² Article 142 of the IPA Implementing Regulation,

- the steps taken by the operating structures and/or the joint monitoring committee to ensure the quality and effectiveness of implementation, in particular:
 - (i) monitoring and evaluation measures, including data collection arrangements;
 - (ii) a summary of any significant problems encountered in implementing the cross-border programme and any measures taken;
 - (iii) the use made of technical assistance;
- the measures taken to provide information on and publicise the cross-border programme.

Project level monitoring is carried out by Programmes' JTSs through on-the-spot monitoring visits at least once during the period of implementation of an operation. The JTSs maintain a database of projects to be monitored and based on a risk assessment analysis they schedule the monitoring visits. Following the on the spot checks they draw up monitoring reports reflecting the evidences and results collected. The information on monitoring activities is communicated to the Operating Structures and the European Commission.

The European Commission as Contracting Authority of most of the CBC Programmes performs as well monitoring at grant contract level through on the spot visits according to a risk assessment linked to the contract. Monitoring reports are produced by the CBC Task Managers or other staff from the EU Delegations performing the monitoring visit. In addition the contracts concluded for CBC projects have been subject to result oriented missions.

(D.2) Previous evaluations and other reports

Some relevant EC evaluations have been/are being carried out at EC level concerning cross-border cooperation between Western Balkans Countries. These, together with the relevant performance audits of the European Court of Auditors, will be taken into account in the carrying out of the current evaluation:

- Technical Assistance for Evaluation and Assessment of the effectiveness of the Cross Border and Transnational Co-operation Programmes (IPA Component II) on the territory of the Republic of Serbia, implemented and financed by IPA Programmes in the Republic of Serbia;
- Interim Evaluation of Cross-Border Programmes between Candidate/Potential Candidate Countries (Intra-Western Balkan Borders) under the Cross-Border Cooperation Component of IPA;
- Ex post evaluation of Cohesion Policy programmes 2007-2013, financed by the European Regional Development Fund (ERDF) and Cohesion Fund (CF). Work package eleven: European Territorial Cooperation (under implementation).

The evaluation will also take into account the annual implementation reports submitted by the operating structures to the European Commission.

(D.3) Evidence from assessing the implementation and application of legislation (complaints, infringement procedures)

Not applicable

(D.4) Consultation

The beneficiary of the evaluation is the European Commission, DG NEAR.

Stakeholders for this evaluation include:

National stakeholders include (non-exhaustive list):

- National IPA coordinators (NIPAC);
- Operating Structures of participating beneficiary countries
- Members of the Joint Monitoring Committees
- Joint Technical Secretariats and Antennae

EU stakeholders include (non-exhaustive list):

- DG NEAR Directorate A, C and D namely, A3, A4, C2, D1-D5;
- DG REGIO D1 and D2;
- EU Delegations in beneficiary countries, European Union Office in Kosovo

Quality assurance

The launching and the implementation of the evaluation will be supported by an advisory Inter-service Steering

Group that will ensure the quality of the evaluation and will have the responsibilities of:

- Guiding the planning and implementation of the evaluation to comply with the quality standards and pre-determined criteria (it will be consulted on the evaluation mandate, draft terms of reference and all draft report);
- Assisting the evaluation manager (DG NEAR A3 Unit) in implementation of activities;
- Providing an assessment of the quality of the work of the consultant; including endorsement of the inception report, interim report and the final report.
- Ensure proper follow-up action plan after completion of the evaluation

The Inter-service Steering Group (ISG) will include representatives from Directorates A, C and D of DG NEAR and DG REGIO.

Stakeholders consultation

1. Evaluation roadmap
 - The evaluation roadmap agreed previously by the ISG will be published on EC website for a consultation period of 4 weeks.
2. Inception and desk phase
 - During the Inception and Desk phase, the EU and national stakeholders will be consulted via phone/email/face to face discussions. Use of interviews, surveys, questionnaires and other tools will be considered and decided upon during the inception phase. Comments/views will be taken on board from these stakeholders before the finalisation of the Inception and the Desk phase reports.
3. Field phase
 - During the Field phase several beneficiary countries will be visited by the evaluators. The evaluators will meet with the EU and national stakeholders relevant for the CBC programme listed above.
4. Final report
 - A stakeholders' workshop will be held towards the end of the field phase before the elaboration of the Draft Final report to discuss the findings and preliminary recommendations;
 - The Draft Final report will be sent for comments to the stakeholders listed above before its finalization.
5. Dissemination
 - A dissemination seminar/conference will be held in Brussels/Western Balkans region once the evaluation has been completed.

Planning	
Key milestones (indicative)	
Steering Group set up	Q2/2015
Consultation with the stakeholders on evaluation road map and elaboration of the draft ToRs	Q3 /2015
Signature of the external contract followed by kick-off meeting and inception phase	Q4 /2015
Inception report and desk phase	Q1/2016
Organisation of a workshop dedicated to present the findings and to consult on the preliminary results with the stakeholders following the end of the desk phase and part of the field phase.	Q2/2016
Final Report	Q2/2016
Dissemination Plan	Q3/2016
Action Plan	Q4/2016

Annex I – IPA CBC programme priorities

IPA CBC programmes	Priorities and specific measures 2007-2013	2007-2013 EU allocations in EUR	Thematic Priorities selected 2014-2020	2014-2020 EU allocations in EUR
Kosovo – former Yugoslav Republic of Macedonia	1. Economic and social development and promotion of natural and cultural resources 1.1 Sustainable economic, social, environmental development 1.2 Social cohesion and people to people initiatives	4,800,000	1.Tourism, Cultural and Natural Heritage 2.Environmental protection 3.Competitiveness, SMEs, trade and investments	8,400,000
Montenegro - Kosovo	1.Economic and social development and promotion of natural resources 1.1 Environment protection 1.2 Sustainable economic development 1.3 Social cohesion and people to people initiatives	3,600,000	1.Tourism, Cultural and Natural Heritage 2. Environmental protection 3.Employment, Mobility, Social Inclusion	8,400,000
Albania - Kosovo	1.Promoting sustainable economic, social, cultural and environmental development 1.1 Economic, social and environmental sustainable development 1.2 Social cohesion and cultural exchange through people to people and institution to institution actions	4,800,000	1.Tourism 2.Cultural and Natural Heritage 3.Environmental protection, Youth, education and skills	8,400,000
Bosnia Herzegovina - Montenegro	1. To support the creation of a common socio-economic environment for people, communities ³ and economies of the eligible area 1.1 Cross-border economic development initiatives with an emphasis on tourism and rural development. 1.2 Environmental development initiatives mainly for protection, promotion and management of natural resources. 1.3 Social cohesion and cultural exchange through institutional and people-to-people interventions.	7,900,000	1.Tourism, Cultural and Natural Heritage 2.Environmental protection 3.Employment, Mobility, Social Inclusion	8,400,000
Serbia - Montenegro	1. Socio - economic cohesion through joint actions to improve physical, business, social and institutional infrastructure and capacity. 1.1 Improving the productivity and competitiveness of the areas' economic, rural, cultural and environmental resources. 1.2 Cross-border initiatives targeting the exchange of people and ideas to enhance the professional and civic society cooperation.	7,000,000	1.Tourism, Cultural and Natural Heritage 2.Environmental protection 3.Employment, Mobility, Social Inclusion	8,400,000
former Yugoslav Republic of Macedonia - Albania	1. Fostering a cross border economic, environmental and social development 1.1 Economic development with an emphasis on tourism related areas 1.2 Sustainable environmental development with an emphasis on protection and management of natural resources and ecosystems 1.3 Social cohesion and cultural exchange through	14,000,000	1.Tourism, Cultural and Natural Heritage 2.Environmental protection 3.Competitiveness, SMEs, trade and investments	11,900,000

³ A specific technical assistance priority axis covering the preparatory, management, monitoring, evaluation, information and control activities related to the implementation of the programme, together with activities to reinforce the administrative capacity for implementing the programme, up to a maximum of 10 % of the Community contribution allocated to the programme. In exceptional cases, as agreed by the Commission and the participating countries, an amount above 10 % of the Community contribution for the programme may be allocated to this priority.

Annex I – IPA CBC programme priorities

	people to people and institution to institution actions			
Montenegro - Albania	1. Promotion of regional cohesion and competitiveness through an approach that integrated economic, environmental, cultural and social development 1.1 Economic development with emphasis on tourism 1.2 Environmental protection and promotion 1.3 Enhancing social cohesions through people to people actions	10,553,000	1.Tourism, Cultural and Natural Heritage 2.Environmental protection 3.Employment, Mobility Social Inclusion	11,900,000
Serbia - Bosnia Herzegovina	1. Social and economic cohesion through actions to improve physical, business, social and institutional infrastructure and capacity. 1.1 Improving the productivity and competitiveness of the areas' economic, rural and environmental resources. 1.2 Cross-border initiatives targeting the exchange of people and ideas to enhance professional and civic society cooperation.	12,800,000	1.Tourism, Cultural and Natural Heritage 2. Environmental protection 3.Employment, Mobility, Social Inclusion	14,000,000
Croatia-Montenegro	1.Creation of favourable environmental and socio-economic conditions in the programming area by improvement of the co-operation in the jointly selected sectors and good neighbourly relations in the eligible areas 1.1. Joint actions for environment, nature and cultural heritage protection 1.2. Joint tourism and cultural space 1.3. Small cross-border community development projects	6,500,000	N/A	
Croatia-Serbia	1. Sustainable Socio-Economic Development 1.1 Economic Development 1.2 Environmental Protection	13,000,000	N/A	
Croatia-Bosnia-Herzegovina	1.Creation of joint economic space 1.1Development of joint tourist offer 1.2 Promotion of entrepreneurship 2. Improved Quality of Life and Social Cohesion 2.1 Environmental protection 2.2 Improved accessibility to community based services	14,000,000	N/A	
Serbia - Kosovo			Programme not in place	2,400,000